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 third, 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 (Wednesday, 3/25, noon - 1:30pm in Student Union).

The task for this conversation was to discuss what an ideal SJSU would look like and articulate what SJSU would be known for. Group was asked to imagine SJSU in five years. The university is doing very well. Not only have we weathered the current budget crisis, we've actually managed to enhance performance in nearly all areas of operation. Given this scenario, participants were asked to discuss these questions:

- What is happening at SJSU? What is different/same from what is happening now?
- What is happening with you, in particular as an employee/student? What is different/same about what you do and how you do it?
- What do you want SJSU to be known for?

The purpose of this conversation was to identify the characteristics of success for the future of SJSU, using a 5-year time frame. The main themes that emerged from the conversation are listed below in rank order, based on the frequency with which they were identified in the 14 small group, table discussions. In addition, groups were asked what they wanted SJSU to be known for.

Summary - Characteristics of Success
1. Student/Campus Life (14)
2. Teaching and Learning (13)
3. Student Needs (12)
4. Facilities and Campus Appearance (12)
5. Technology (11)
6. Advancement, Outreach and Alumni Fundraising (10)
7. Communication and Collaboration (10)
8. Diversity and Campus Climate (10)
9. Institutional Planning (5)
10. Public Transportation (5)

**Student/Campus Life**
- More students are living on campus; not just a commuter school
- More involvement in extra and co-curricular campus activities
- A stronger sense of community among students, faculty and staff
- More recreational and social activities for students on campus

**Teaching and Learning**
- The university has a reputation for excellent teaching—a quality education
- Focus is on student learning and development, both in and out of the classroom
- Improved reading and writing skills
- Smaller classes; sufficient faculty-student interaction
- Opportunities for applied learning through internships, service learning, etc.
- Study abroad programs; opportunities for international learning
- Distance learning; on-line classes; better use of technology in teaching and learning

**Student Needs**
- Students have adequate access to classes; more sections at varying times of the day
- Services are more integrated and readily available; easier for students to get help
- More educational assistance opportunities; tutoring, mentoring, etc.

**Facilities and Campus Appearance**
- More accessible parking
- Facilities on campus get more attention; remodeled and nicer buildings
- There is less red tape; fewer restrictions to fixing facility-related problems
- Appropriate faculty offices, conference rooms and meeting spaces
- Better infrastructure for labs and equipment
- Continue to improve the appearance of the campus

**Technology**
- Faculty and students have access to state of the art technology
- A more coherent technology plan for the university
- The university takes advantage of its location in the Silicon Valley
- More wireless access on campus
- More distance education opportunities to interact with off-site locations
- Better technological support
Advancement, Outreach and Fundraising
· Relationship with alumni is strengthened, resulting in more participation and fundraising
· Enhanced fundraising through the Tower Foundation and the new Philanthropic Foundation
· Alumni are more active in representing the university in the community
· The university is integrated more fully into the community; bridge to Silicon Valley
· There is an endowment campaign; more opportunities for endowed chairs

Communication and Collaboration
· There is a centralized and more efficient dissemination of information across campus
· A greater sense of cohesiveness among all the units and groups on campus
· A stronger relationship between Academic and Student Affairs
· More interaction, joint projects between faculty from different departments

Diversity and Campus Climate
· The university has an inclusive, welcoming and friendly environment
· Diversity is appreciated and valued; strengthens the university
· More ethnically diverse faculty
· The MOSAIC Center will be a focal point of the campus
· More interaction among the ethnically diverse student groups on campus

Institutional Planning
· The university will have a coherent and collaborative strategic planning capability
· There is a clear set of priorities detailing the direction of the university
· Need to collect data from students to help make institutional decisions

Access to Public Transportation
· Greater use of public transportation; fewer cars coming to campus
· People are familiar with the benefits of public transportation

Summary - What SJSU will be known for

- A reputation for quality teaching; academic excellence (8)
- A contributor to the city and region; connected to the Silicon Valley (8)
- Graduates who are prepared, sought after and successful (5)
- Services, programs and activities that meet the needs of the students (5)
- An appreciation for diversity; a model for how diversity works (5)
- A welcoming, friendly and safe environment (4)
- A leader in academic technology (4)

Notes from Table Recorders - Coming ASAP

Table 1
Table 8
Table 1

Q1.A: What is happening at the university in five years? What is different from what is happening now?

1. Student life:
   a. Students living on campus as well as commuter students
   b. More involvement of students in extra-curricular activities on campus
   c. Improved student life and enhanced student activities on campus

2. Student learning opportunities
   a. Enhanced learning opportunities as a result of new opportunities such as MLK Library
   b. Increased and effective use of technology to enhance student learning opportunities

3. Faculty workload and support:
   a. Lighter teaching load to provide the time faculty need for doing research, integrate research into teaching, university/community service
   b. Support for faculty development and (applied) research
   c. Good work environment for faculty (as for students and staff)
   d. No dept/college barriers to joint projects and proposals by faculty members from different departments/colleges

4. Facilities
   a. Appropriate faculty offices
b. Meeting spaces

5. Others

a. Improved communications among all levels at SJSU community

b. Institutional support for finding and acting on good ideas from faculty and staff

c. Flexible enough to meet the demands of students and community

d. Adaptability to changes in a timely manner

e. More effective reach-out to outside and within for partnership required for getting funds ($$) from external (non-state) resources

f. More effective fund raising

g. Partnership with industry and government agencies

h. Better working relation with the community and businesses

i. Offering class schedules to meet the needs of both on-campus and commuter students

j. More effective involvement in the community

k. Better forecasting to help develop more realistic and more successful projects

l. Enhanced community service

m. Improved public transportation

**Q1.B) What’s the same?**

1. Parking (Unfortunately!)

**Q2.A) What is happening with you, in particular, as an employee/student of the university in five years? What is different about what you do and how you do it?**

Improved communications among all levels at SJSU community
Adaptability to changes in a timely manner
More effective outreach (internally and externally) for partnership needed for getting funds ($$) from external (non-state) resources
Enhanced use of technology to improve student learning

**Q2.B) What is the same?**
1. SJSU people (we) being proud of our identity while striving to overcome shortcomings

2. Diversity

Q3) Based on what you’ve discussed so far, what do you want SJSU to be known for?

Empowering beyond Silicon Valley
Educating the largest number of workforce compared with all other universities in this region
Its adaptability to changes and needs of students, faculty, and community (ex. nursing shortage) in a timely manner
Appreciating and valuing diversity, and being able to make the best of the diversity of its workforce, students, etc;
High quality teaching and applied programs
Being an American dream manifest

Table 2

Group Scenario & Questions

The group was asked to describe what the ideal SJSU would look like in five years if there were no budget problems and all possible resources were available.

1a. What is happening at the university?

Lots of classes being offered â€“ multiple sections available, more tenure track faculty hired to teach courses rather than lecturers
Improved parking or minimally adequate parking
Student and staff feel parking fees are fair
Parking closer to classes
Lower fees â€“ students and parents believe all fees are reasonable and that the SJSU education is a great value for the $$
Technology is incorporated into the campus
Resources to use Library
Strong sense of campus community and sense of belonging
Ample resources to meet needs and all operations are fiscally sound
SJSU has identified goals and plans in place which are being implemented
Strong sense of pride at SJSU among students, faculty and staff â€“ SJSU sweatshirts are worn more than any other university sweatshirt

1b. What is different from what is happening now?

Ideas being heard â€“ even if not implemented, all ideas are considered
Students feel a sense of reward and value from the education they have received
Alumni actively participate in campus activities and contribute financially
Sense of legacy to attend SJSU from one generation to the next (Tradition)
Full stadiums
Variety of subjects/programs, i.e., more classes in specific areas such as Graphic Design, etc.
More outside vendors to choose from for catering and other service needs
Increased circulation of Spartan Daily among students
Campus Village up and running at full capacity
More activities on campus because of increased students and faculty as well as more residential campus
Continued integration of the campus community and the local community

1c. What is the same?

Dedicated faculty and staff
Diversity of students, faculty and staff remains at high level
Campus remains extremely safe

2. What is happening with you, in particular, as an employee/student of the university?
What is different what you do and how you do it? What is the same?

Less time spent on budget issues - easier access to data and less paperwork
Less paperwork required by HR
Technology makes our jobs easier
Full staffing achieved â€“ budget cuts previously incurred have been replenished
Reduced number of judicial issues, specifically cheating/plagiarism
Students are better prepared for entering SJSU â€“ less remediation
Students asked to do special project work to complement their education rather than using outside consultants (such as graphic design projects)
Continued expansion of city and library partnering
Students well-prepared to find employment and apply classroom learning to new position â€“ employers rave about quality of our students
More new vendors
Better understanding of why we use certain vendors versus others
Being a part of a team to make a positive impact
Parking availability â€“ unlimited parking
Feeling of pride as we walk the campus of SJSU

3. Based on what we’ve discussed so far, what do we want SJSU to be known for?

Students are proud to attend SJSU
Quality education
Take pride as faculty staff members to work at SJSU
Programs for the arts and music
Be one of the Top 10 best places to work & SJSU alumni return to SJSU to work here (we grow our own)
Be one of the Top 25 schools (Nationally) and #1 in Calif.
SJSU’s name to be as well known as Yale or Howard
Better sports teams
Vocational training introduced vs. solely white collar education
Excellent continuing education
Waiting list for employers to sign on with Career Center b/c so impressed with our graduates that want to recruit from SJSU
SJSU's location of choice because of downtown redevelopment
Library donations and volunteer programs (endowments)
Advancement for the Library
Parents to see or hear that SJSU is a safe campus

Table 3
· Due to the budget deficit, students don’t get proper services.
· Professors should interact with students outside of classes so they can form a Community
· Classes should give lots of opportunity for application of the knowledge:- Lab Equipments, Field Experiences, etc.
· Faculty should be more knowledgeable about other information that students might need such as Internships Information, Graduation Requirements, social clubs.
· The International Advisor should also help the international students with full information about Graduation process, Visa status and Internships information and help the students to "ADD" or "DROP" classes
· More social clubs are needed to help students be part of the campus community:- like skiing, bowling, Movie Theater.
· A commuter lounge is needed for commuting students to sit/talk/network between classes.
· Clubs and organizations should have support of students
· Students opportunities should be announced in every class.
· A faculty lounge is important where faculty can have coffee, read a newspaper, and talk with other faculty.
· Awareness about political issues should be higher among students, we would expect demonstrations, picketing, and other forms of student involvement on campus.
· An adequate number of tenured faculty are needed to provide a stable, knowledgeable group of teachers on campus. We would hope that their confidence and friendly attitude when working with students presents a welcoming approach.
· There were mixed reactions to online courses at this table. Some disciplines seem to attract students that want face-to-face contact with peers and faculty.
· There should be no restriction for making noise, walk on grass etc. If we want to have young people here, they should be able to act like young people.

· We would like SJSU to be known as an institution:
That educates people who can interact socially,
With a welcoming nature,
With more technology, and good experiences.
With a friendly environment and good service, 
With good teaching.

Table 4

- WHAT IS DIFFERENT FROM WHAT IS HAPPENING NOW?

More activity on campus with student housing and special events
More efficient fiscally, use resources better
More variety in class schedule, less traditional, more on-line learning
Improvement in physical facilities (less red tape, less restriction)
Safer campus
Student will be more valued, and have more understanding of the campus
Increased technology in all departments, more access for students/faculty
More support from silicon valley/community (financially)
Higher level of technology in beginning classes (i.e., Photography)
Better parking facilities, and also public transportation (i.e., BART to San Jose)
Higher interest in humanities and arts,
Less emphasis on excelling in athletics
Less money going into athletics as opposed to curriculum
More well rounded academics on campus, not just math & engineering
Shift to more part-time faculty
Centralized & efficient dissemination of information across campus
Increased cohesiveness between all stakeholders on campus
** (hopefully less fear that creates control issues and internal fighting)
Strong student/faculty connection
Smaller classes, more access for students to classes
Possible buying of surrounding land to SJSU campus
Better/more recognition & respect by media (i.e., San Jose State University)

- WHAT IS THE SAME?

Attraction of students looking for applied programs
Large numbers of graduate students
If larger, still have challenges in enough classes (faculty/class)
Remain safe & friendly campus
Metropolitan university
More development around the campus in the downtown area
Improvement of downtown
Continued diversity, faculty & students

2) WHAT IS HAPPENING WITH YOU, AS AN EMPLOYEE/STUDENT OF THE UNIVERSITY?
- WHAT IS DIFFERENT ABOUT WHAT YOU DO AND HOW YOU DO IT?

More money for permanent faculty/permanent part-time lecturers
More inclusion of staff in everyday communication & wording
Better starting wages for staff
Work/life balance improvement in faculty
Easier process for students/staff with PeopleSoft
Less duplication of duties/roles/services
(better for student communication/less in-house fighting/better use of money)
Clearer definition of responsibilities & functions for departments
Students would like to see results of SOTES
Explanation of the process of SOTES to each fear of the process
All around positive life experience for students, not just classes
Ongoing staff/faculty development (i.e., faculty mentors for junior faculty)
Attention to quality of teaching
Cost of living increases for staff/faculty
Career opportunities for staff
Student leadership & involvement increasing

3) WHAT DO WE WANT SJSU TO BE KNOWN FOR?

- quality of teaching
- quality of students who graduated
- development
- safe environment for younger and inexperienced students
- history as an academic institution & stability of quality of higher education
- Be/feed the infrastructure Silicon Valley; provide employers with quality employees
- opportunities for first â€“ generation college students
- develop students in & out of classroom
- 4 year school with graduate programs
- age and ethnic diversity
- stronger alumni support
- high tech college

Table 5

Imagine SJSU in 5 years doing very well:

What is happening at San José State University? What is different? What is the same?

• Listening much more and collecting much more data from students so that we could kind of get a sense of what direction or if we are taking the right direction at the institution. Listening and collecting data that would support our decisions and what we want to do with regards to academic learning and what kind of environment would support our students here
· Updated computer labs, more access to computer labs
· Full course offerings – more courses being offered to students so that they can graduate on time
· Twenty-four hours of open Library to study
· Data, surveying what students expect from a higher education environment – that’s what is going to help us create the ideal environment
· Have everyone working together, learning what other departments do, gathering data to see where the students needs are
· Everyone taking responsibility for things getting done, everyone getting involved
· Have listened to students, we’ve figured out what we need and in five years what I see is the campus where everyone is engaged in the community of SJSU. Students are engaged, administrators, faculty, everyone has come together as a community and that we are all working for the common goal. We have to do what it is that we can to make that engagement happen.
· Have more integrated services to students
· Create a central location like a student services center where students can go for all the information they need
· Five years from now hope to see Old Clark Library will be a student success center. A place where students can go to if they have concerns and to get information. A more centralized communication/publicity area. A place to promote student life.
· Develop a better SJSU web page for students to get information. Navigation -is really difficult through PeopleSoft.

**What is happening with you as an employee/student of the University? What is different/same about what you do and how you do it?**

· More collaborative work environment, better communication between departments, better ways to deliver services collaboratively
· In five years the different departments have better understanding what each one does
· Our campus needs to know what we do better
· Moved into Clark Library and have better understanding of what other departments are doing on campus
· Hopefully would have graduated and will be an alum (participating alum)
· Students not shuffled around from place to place because we are working together
· Vast majoring of people on campus are courteous and conscientious – consideration for each other
· College environment exposes you to all kinds of things, keeps you active, fosters life long learning and all that
· Library continues to develop
· More retirements happening on campus
· Able to fill positions left open, due to retirements
· Efficiency issues improved over next five years
· Parking issue will still be the same
· Campus Village project complete
· Clark library converted into a Student Services Center
· Want there to be a better student life on campus
· Have a centralized location to go for information
· Alums would want to have the Alumni Center located on campus, when coming back to visit they would want to visit the campus not have to travel down the street to visit the Alumni Office

What do we want SJSU to be known for?

· Have a great Library
· Mission of the Library to be known
· That we are the best school â€“ be proud of where we have graduated from
· Excellence in academic achievements
· Faculty that are well renown in their field
· Education level â€“ have the same level of education that anyone else would receive anywhere else
· How good our campus looks
· Be more proud of our Student Life
· Have better/more facilities open on campus
· We are known to be a commuter school
· Publicity â€“ get the word out of what we are known for
· Our club sports are well known
· That we have a quality education academically
· We provide more hands on contact/experience with faculty
· In five years to be known for having a better student life on campus
· Campus Village
· Being able to navigate through PeopleSoft easier

Table 6

Questions for discussion: Imagine SJSU five years from now with no financial worries:

1. What is happening at SJSU? What is different? What is same?

See it as fearless, gutsy, innovative despite limited resources, would like to see that continued. Will be more diverse and a closer community with on campus housing component. Will have better infrastructure i.e. equipment/labs. Student support services will all be in one place making it easier for faculty to provide advice. More transparent so students can get help. With no budget crisis, university would get more in line with other universities in terms of teaching load versus research expectations. Would like to see more morale boosting efforts like the King Library such as endowed chairs and ability to retain them. More strategic funding opportunities for endowed chairs, not just for buildings. Will have a more coherent technology plan with better use of resources through shared knowledge base rather than duplication of efforts. New President continues Metropolitan University Network to integrate within community. Strengthen alumni relationship.

Integration of student groups. Would like to see more diversity among faculty and more responsiveness from faculty in improving reading/writing skills of students. Recruitment programs among current students, encourage them to become part of the community. In five
years, we will have an even more internationally connected world with student population that reflects that and so should faculty makeup. Would like to see ample parking and university’s commitment to undergrads should not change.

2. What is happening with you as an employee/student of the university? What is different about what you do and how you do it? What is same?
Many were retiring in five years. Although online teaching will be a big component, still see traditional teaching existing with online efforts supporting it. Would like technology that facilitates, not one that breaks. Realistic teaching load with research help without having to spend many hours writing a grant proposal. Other teaching/grading support as well. Will still have a parking problem. Would like to see the strides made in partnering with the community continue.

3. What do we want SJSU to be known for?
Don’t see University of Silicon Valley positioning as realistic given the competition. We are doing things that Stanford either can’t or won’t do with its focus on Ph.Ds. SJSU offers a couple of Masters programs that Stanford does not even offer. Should position as providing competitively qualified professionals serving people in the valley. Emphasize its accessibility and it is equitable. There are also some outstanding programs that we do not emphasize such as Animation that Pixar uses, Library and Info Sciences, nursing. However, the university in its effort to be egalitarian does not use these excellent programs as a way to differentiate. We should emphasize these pillars of excellence and create excellence for the entire university from that a “similar to how Stanford became prestigious. University doesn’t do a good job of promoting individual programs or providing the support to these programs in order to do so. Would be nice to be known for linguistic diversity, to value it not suppress it. Another differentiator from Stanford is the fact that students from SJSU are willing to work their way up, being good team players that grow to be leaders rather than wanting to be CEOs right out of school (as Stanford graduates are perceived to be.

Table 7

Imagine SJSU in 5 years doing very well

Question #1: What is happening at SJSU? What is different from what is happening now? What is the same?

· Registering students last year was the fullest. Many classes than previous semesters. We see a bigger student population.
· Best university in the CSU. One that embodies Silicon Valley. It has all disciplines. Faculty adapt to technology. There are special programs for all students that want to excel in a certain way.
· Students are using a high tech center and everything is available to them.
· We have civically-engaged staff, faculty and students. There is more disciplinary work among departments.
· We have new dorms and have more residential students.
· We have more students going abroad who have 4-year experience with the school.
· Advancement will have done a very good job in the five years.
· We will have an endowment campaign, and we will have faculty-endowed chairs.
· Parking and traffic will be better.
· Continued improvement of the buildings; existing structures will be maintained instead of tearing down the buildings because they are old.
· The library has shown to be a great addition to the campus. (Hope to see more of that.)
· As far as campus security is concerned, the student population is stable.
· Wireless is more accessible to the students.
· There is more integration between the staff and the student body.
· There is more overseas student exchange.
· There is an advancement with registration of classes. Have most of the bugs out.
· There is more computer dependability at the Library.
· Better traffic safety for those students that live across the street from campus and walk to school.
· There is technology growth. Library Science has expanded due to more faculty being hired.
· Modulars are torn down and there is now a parking structure.
· The various colleges will have more identity of the spread of the campus. Colleges will be associated with a building.
· The GE program is more popular, more coherent—a new improvement.

Question #2: What is happening with you as an employee/student of the university? What is different about what you do and how you do it? What is the same?

· Students are successfully established after graduation. They have a job.
· Students have more insight; more familiar with the environment.
· A lot of students should be in a graduate program in five years.
· SJSU programs will be equal to other university programs and fully accredited with them.
· Students want to contribute back as an alumni.
· Some employees will be retired in five years.
· After retirement, employees would like to be called back and to be able to contribute to the university.
· Faculty workload has been dealt with. There will be more interdisciplinary work. There will be more funds and we will have more support staff.
· We will have more financial freedom and be able to do more teaching. The CSU will have changed and won’t rely on command and control. University will have more independence to determine its future. The university will be able to relate more with community needs.
· There will be more satellite programs which will bring more activity to the area of that program and less on the main campus, which will make it nice.
· There will be more advisors for tutoring.
· Employees will have more integrity in what they do.
· The learning curve will improve, which will help the students.
· Faculty will be more organized to help the students because the faculty’s skills will be
improved.
· More expansion to have more opportunities.

**Question #3: What do you want SJSU to be known for?**

· SJSU will be known for not being expensive but having more quality. Have good tuition rates and good quality of education.
· Known for being a “good†school with a great reputation.
· Great achievements.
· Good impact as a metropolitan university.
· Having a very broad experience â€“ more student life; alumniâ€™s have fond memories and want to return.
· Known for being the â€œGateway to the Worldâ€.
· Faculty having much knowledge of the campus community and student life.
· SJSU is known for being a model of how diversity can work â€“ faculty getting along with each other, faculty and students getting along, faculty and staff, students and staff getting along, etc. Known for all working together and getting along.
· Having more speakers in programs; faculty developing prominence in their field.
· Known for the globalization as part of our marketing at SJSU.
· SJSU/Silicon Valley integration where the university would be the nucleus, which would add quality to our university.
· Known for being liberal where any ideas are accepted and can work together with them.
· With all this that the university would have, the students wouldnâ€™t mind paying more fees because it would be more beneficial to come to SJSU.
· Well known for producing graduates with good communication skills.
· University would be well known for being a good entry point for all students.

---

**Table 8**

**Looking into the future of SJSU in 5 years.**

1. **What is happening at SJSU?**

   - Lines of communication are open even more so than they are currently
   - Clear set of priorities from the University
   - Central channel of communication
   - Institutionalize lines of communication
   - CMS works well
   - Every student gets an e-mail for life--- will be web- based
   - Tower Foundation to raise money for fundraising. FYI- The Philanthropic Foundation is already up and running

2. **Whatâ€™s different at SJSU?**
- Rewiring the buildings using internet 2 connection (has a very fast connection)
- We would be wireless “or whatever the technology of the time is
- Stable funding to get the students thru school in four years
- Campus life will have evolved, ex of this is the dormitories
- Planning for 400 Faculty and Staff units
- Students, Faculty and Staff contact people when they call in, but this could be thru e-mail also! Basically, having the communication in place via web sites, etc.
- Better relationships with Faculty and Staff towards students.
- Workload for Faculty and Staff in 5 years is manageable.
- Collections in the Library are up to the quality of the Library itself, and also are available.
- Better transit system in 5 years which, in turn, helps the parking situation bc fewer people would be driving!
- Multicultural programming more visible in both academic affairs and student affairs
- Students can use credit card to pay fees on campus
- Web site fully built out and resources (eg forms) available

3. What’s happening with you, your position, as an employee or a student of the University?

- Comm. labs are more fully equipped.
- Students get quicker feedback to various question, for ex. on their admissions status. (turnaround time is significantly better)
- Electronic transfer of transcripts
- Mosaic would have a larger funding base
- Better web service unit for each dept.

4. What do we want SJSU to stand for in 5 years?

- Quality of education
- More technologically proficient graduates
- Known for having a vibrant, diverse mix of Faculty, Staff, and students
- Graduates are ready for the work force. They are viable employees.
- Grads possess critical thinking skills
- Known for having liberally educated students
- Graduates come out as citizens, members of the community
- Leading institution in Teaching Preparation
- Athletics- self sufficient
- We’re in the top 3 in Graduate education in the CSU

Table 9

Imagine it is five years from now, and the university is doing well. Question 1. What is happening at SJSU? What is different from what is happening now? What is the same?
Student comments:
Parking is plentiful
You can get classes easily. There are more sections offered and more professors teaching key courses.
Class size is reasonable.
More computer access for students.
We have all the state of the art technology that we need.
Self-learning courses.
More applied courses and opportunities.
More tutoring support for students.
Lower tuition
Lower costs for graduate school, MBA programs
SJSU is attracting more students from outside the bay area.
We should focus on and promote the strong programs.
School spirit is promoted so students will want to stick around
There is more campus life, major movie theaters, a grocery store, nightlife, recreational places.
It is more of a community, not just a place that offers classes.

Comments from faculty and administrators:
Our technology is equal or better than Stanford and Berkeley.
We are taking advantage of the location in downtown San Jose.
We are attracting more international students

What should be changed?
Student comments:
The gym is too small; you have to wait to use the equipment.
The Event Center should attract more high profile non-college events to make money and offer more events
Distance learning opportunities to interact with students and professionals in other locations.
Maybe branches of SJSU offering cooperative programs.
Study Abroad programs.
We need more night classes, on campus or on-line.
A big need is to have more mentor programs with personal contact and review of student work from professionals working in the field.

Faculty and administrator comments:
A mandatory semester in Washington or with other universities.
Everyone should have a laptop. (Students commented that cost and safety issues were the main reasons students were concerned about having and bringing laptops to campus.)

What should we keep?
Student comments:
We should keep and have more music and barbecues.
The tables outside the student union for joining and promoting clubs.
The MLK library really helps.
Set up things through ACME to bring in professionals so students can talk to them and show
work through closed circuit television and get feedback. It really helps in the Animation program.

Administrator and faculty comments:
Computerized exchange of ideas
Keep updating the MLK library. Make sure the impact of cost to the library for supporting new courses and programs is carefully considered.

Put yourself in the picture 5 years from now. Question 2. What is happening with you? What is different about what you do and how you do it? What is the same?

Student comments:
Staying on campus more.
Helping personal growth- itâ€™s facilitated.
There are more computers and self-learning courses

Faculty and administrator comments:
More interactions with faculty and students
Students are learning better

What would bring you back to campus after graduation?
Students:
Affordable and convenient night classes
On line graduate classes.
Homecoming and a letter personally inviting you to come back.

Faculty and administrators:
Open University classes

Why are you here as opposed to now? Are you here because you need to be or because you want to be?

Students:
I want to be here more because of my own program and department.
I would want to be here if there were more school spirit.
We would want to be here if we knew more about the campus and sports. â€œI never think to go now.â€
â€œPeople draw me here. The more I see and know, the more I want to be here instead of rushing and fighting for parking.

Why would you want to be an ambassador for SJSU?
It should feel like home thatâ€™s why I would hang out. It should be a community and facilities I know.
I would want to be an ambassador if there were more camaraderie with school rallies and live music on campus. I can never go because I have class at noon.
There should be more official events so people would ask, “Are you going tonight?”
There should be a time when classes aren’t offered for social time.

**Question 3. Based on what we’ve discussed so far, what do we want SJSU to be known for?**

**Student comments:**
A friendly environment
Good services
Be more part of the community
Be known for technology
Sports teams
The union does a good job, but it should get even more people to hang out there.
More things that would keep me on campus, a real campus life.
Lots of activities, both social and community.
More office hours or if tutors could be available if the office hours aren’t convenient or you don’t want to approach the professor.
More Teaching Assistants.
Make it harder to get in, more exclusive. Have more standards.
Right now, it’s nice with trees and things.
It’s a pleasant place to be and the weather is good. Other schools don’t show what it is like when the weather is bad. It is really hard to adjust to that.
I’d like to say that SJSU has lots of activities and is easy to access, with good services and at supporting students.
A good business school.
Internships should be required in the final year and relationships to companies.
You should come out a better person, understanding of different types of people and the diversity of opportunities outside of the major.
I already appreciate the diversity here and am really impressed with the international students I’ve met.

**Faculty and administrators:**
Activities on and off-campus to take advantage of our location.
A great basketball or football team.
The same things that would keep students on campus would keep faculty on campus.
We should be known for graduating students who are well prepared.
A threshold of quality.
I wish that public transportation were easy.

**What can SJSU do to help that?**
Help with career path. Help students be more proficient in future professions.
More financial aid.
Engineering programs known for being the best in the Bay Area.
Table 10

**Question 1: What is happening at SJSU? What is different/same from what is happening now?**

Shifting demographics may lead to a large increase in transfer students:
- Transfer students will come in better prepared
- Stronger residential presence- encourage transfers to live on and make housing part of the campus"culture"

Stronger holistic college experience- seeing their education as more than just attending class

Recruiting and retaining quality first-year students

Stronger relationship between Academic and Student Affairs - Recognizing and encouraging campus involvement and leadership (See Question 2 as well)
- Co-curricular transcripts

Campus better equipped technologically (may take some workload off staff)

Increased number of sections offered to relieve over crowded classrooms (especially at the graduate level). Increased access

Increased collaboration between the university, city and state regarding the physical plant

Distance learning/Online opportunities to help decrease class size

Stronger sense of community; so that students feel that they can belong to something

For SJSU to be recognized for quality in the Bay Area vs. "stepchild" of Stanford, UCSC, etc.

Maintain and expand our focus on practical/real world education

Stronger student voice in campus decisions and leadership

**Question 2: What is happening with you, in particular as an employee/student? What is different/same about what you do and how you do it?**

More wireless access on campus
Students will choose SJSU because of strong co-curricular opportunities (travel, leadership, etc.)

Admissions and Records guide students to particular co-curricular campus involvement opportunities based on high school interests/involvement

SJSU will be a choice school not a "default" - increased outreach and publicity to high schools about the quality and positive aspects of SJSU

Increased alumni buy-in: financially and in kind

Provide students more opportunities to make money and gain experience on-campus

Incoming students are better prepared

Creation of a "Graduate Student Lounge" to help build the community of graduate/night-class students

Students will KNOW about what is happening on campus (better communication)
· Mandated students e-mail account

Increased respect to diversity: More encouragement and support to travel abroad (Many students come to SJSU but few SJSU students go abroad)

More public transportation, fewer cars

Improved aesthetics/beauty of infrastructure

Increased cohesion between the many great programs that already exist

**Question 3: What will SJSU be known for?**

A practical education

A holistic education of curricular and co-curricular activities

---

**Table 11**

1. Imagine that 5 years from now everything is going very well at SJSU? What is happening at SJSU? What is different from what is happening now? What is the same?

· PeopleSoft will be easier to navigate
· Library will have better technical support despite the budget cuts
· We’ll have a new President, like Joe Crowley, getting things done
v SJSU will truly be a metropolitan university
v SJSU will be a choice rather than a last resort for college choice
v Enormous dedication to education for all students and will become a â€œcitizenâ€ of the part, part of the whole picture
v SJSU will have a coherent & collaborative strategic planning capability that will engage the campus in discussions
v Solid funding base, diversity in what SJSU relies on for revenues (grants and scholarships rather than solely by the government)
v Focus attention on other departments at SJSU
v Physical plant will be complete, providing an engaging milieu for students/faculty/community/etc
v SJSU will have a strong sense of community, not just be a commuter school
v Better student union
v Role of Athletics at SJSU will have been addressed and resolved

2. What is happening with you, as an employment/student of the university? What is different about what you do and how you do it? What is the same?

v Student Affairs is 1.5 million dollar less than athletics. So where is all the money going to? Why if athletics arenâ€™t doing so?
v Athletics are a part of the strategic plan, they are not acknowledged for what they do
v Change the sexist and corrupt ideas in order to help students learn that certain aspects arenâ€™t healthy
v Families would come here more with the sense of community
v Campus has to slow down
v â€œSpokes in the same wheelâ€ no kind of separateness
v Assume leadership from other students
v More reasonable work load for everyone
v More sources of income, real level or support
v Develop mechanism to have a sense of connection throughout campus and the different depts.

3. What do we want SJSU to be known for?

v We use to have well known people come talk to the students
v Provides quality education with a real skill to develop in their profession
v Needs to have a high expectations from students through entry in order for students to feel as if they want to try hard
v Spirit from the housing and the campus aspect
v Good programs that are recognized
v Representative to go to local high schools
v Create a sense of prestige
v SJSU leaders in the community = when our people speak, others listen
v The campus that led the 23 other campus to show people what higher education in California really means
v More management taking place in the university
v Alumni would want to give back to the campus
v SJSU = Metropolitan University of Silicon Valley and people actually know what that means
v SJSU = Distinctive characteristics of Silicon Valley (entrepreneurs, reflective practitioners, etc)

Table 12

THE TIME LINE IS FIVE (5) YEARS FROM TODAY: WHAT IS HAPPENING AT SJSU DIFFERENT/SAME:

The Dorms will be done
More people will be living on campus viewed as their second home
SJSU would no longer be a commuter school
There will be improved student live and participation
Fees will be higher which will affect students going to other facilities such as Community Colleges
therefore giving campus life primarily to Juniors and Seniors.
There will be more recreation facilities and more programs to keep students active on campus.
There will be good quality education and more intrinsic value.
SJSU has potential of loosing its competitive edge financially that it enjoys in 2004.
A bridge will be built for alumni pride resulting in participation and funding
There will be better communication between Departments and Organizations on campus
The infrastructure especially the internet will be enhanced for reliable and quick access everywhere on campus.
Employees, Administrative, Faculty and Staff will treat students as 24/7 residents
The Graphic Design and other impacted programs will expand allowing more students to be part of these program.
There will be increased communication and guidance available to Transfer students offering a Transfer Student orientation process.
There will be increased communications regarding Risk Management issues. Risk Management will become proactive vs reactive.
There will be Student Advocacy groups set up avoiding the run-around when a student seeks an answer to policy or guidance questions.
There will a place to study between classes for every building with an internet plug-in available.
There will be enhanced communications letting students, faculty and staff what is happening on campus. An example of Homecoming activities was used.
Parking on campus will probably not be much better than it is now.
Alternate Transportation will set up a free ride day to get people familiar with the benefits of taking public transportation or commuting to campus.
The web page for the University will be more user friendly and will list public transportation schedules for reference or at least links.
WHAT IS HAPPENING NOW?

Communication is the major problem on campus
Who has the information
How do we get this information out
There needs to be more clarity
Faculty and Staff need to return phone messages consistently.
Stress of registering on line and getting the classes needed is very frustrating. Many classes are required but not available to cover the need. Scheduling needs to be based on demand and supply classes that are needed.
Scheduling of classes should not be done with overlapping times. It is very frustrating when a student needs to take classes that overlap and they have to choose which one to go to.
A ESL program that works, students expressed concern that tutors were set up that could not speak the language needed and if they can speak the language they are not familiar with the course material they are to be tutoring. Tutors need to be more specifically trained.
Need more classes for surviving and strengthening campus life.
There needs to be a better use of email to get information out to students.
An Information warehouse or central clearing house with language that is generic not campus jargon so that everyone understands what is being said.

IN 5 YEARS, WHAT WILL SJSU BE KNOWN FOR?

A user friendly University
A school that produces students who can get a job. Credibility of the Academic Programs.
High quality education, Good Community and Environment at a reasonable price.
A faculty and staff that are proud of the work they do.
A school with great school spirit and student involvement.
Pride in being an alumni of SJSU

Table 13

Our group interwove the first two questions.

- What is happening at SJSU? What is different/same from what is happening now?
- What is happening with you, in particular as an employee/student? What is different/same about what you do and how you do it?

Our responses included:

- (from a student) plenty of parking
- adequate access to classes (more sections at varying times during day)
- adequate sections of Advanced GE courses in particular
- small class sizes allowing for sufficient student/faculty interaction
• computer labs across campus with 24 hour access
• every student has laptop
• University is completely wireless environment
• Campus village is completed resulting in sense of campus community for faculty, staff and students
• faculty have reduced unit teaching load, allowing more time for involvement with students in extra curricular activities
• much improved communication across campus due to:
  • web based calendars
  • “mini†electronic billboards placed around campus
  • integrated email system for entire campus community
  • more directly targeted emails, reminders, call attention to special events
• campus is more “alive†and active, including 24 access to restaurants, King library, stores, etc.
• movie theater on campus
• lots of comfortable, informal gathering places
• a majority of the student body are fulltime students due to increased funding
• facilities are utilized to greatest advantage “people feel there is too much unused space that is “wasted”
• a plethora of distance ed. courses to serve a wide population “a maximum variety of educational avenues to address a variety of student needs
• there is a fully functioning student success center
• there is a College of General Education:
  • FTES divorced from GE
  • “best†teachers teaching GE courses
• campus has well developed strategic plans for 5, 10 and 15 years that show SJSU as leaders in the community
• safety is not an issue on campus
• neighborhoods surrounding campus are clean, safe, and beautiful
• many internships between SJSU students and SJ community
• quality community events held on campus
• student and faculty ethnic makeup more closely resembles that of our service area (more diversity)
• there will be strong ethnic studies programs
• the MOSAC center will be a focal point of campus in a beautiful and well-equipped facility. Perhaps there should be multiple MOSAIC centers, gathering places where diversity is the point of gathering
• enrollments are capped for all GE courses, making for small sections
• integration of cultures in GE courses (assuring a more heterogeneous mix of individual student cultures within individual sections, “constructed learning communities within a single class”) 
• good collaboration between students and faculty on multi-cultural issues

3) What do you want SJSU to be known for:
· a leader in granting baccalaureates to people of color
· a leader in technology
· a highly visible and active cultural center for the city and region (arts, music, etc.)
· a University that provides a more personalized education
· a mission that makes sense and to which all can subscribe
· its sense of identity
· looked to as a source of information by everyone on and off campus
· it produces leaders
· students who are known for their ethics and values, and who have a range of viewpoints

Table 14

Question one: At an Ideal San Jose State University in five years time, what would be the same and what would be different?

The responses all focused on what was different, these included:

* More internship opportunities (practical, hands-on experiences)
* More information about how to find a job and internships
* More classes and sections of classes
* More 'good' teachers
* A more diverse student population that co-mingles and interacts
* Remodeled and nicer buildings
* More activities and events for students - experiences that encourage students to have fun and socialize on campus
* More places to buy food (and eat and hangout) and sundry items (e.g., bluebooks, t-shirts, clothes, etc.)
* More computer labs with good equipment
* More places to socialize with other students (e.g., department lounges for students)
* A library just for SJSU students; improved resources dedicated to student needs; more group work rooms/areas in the library
* More parking and a better shuttle service that provides closer access to more areas of the campus

Question two: What is different about what you do and how you do it?

* Staff are better trained and more considerate of students; staff view their job as customer service
* A clear system for lodging complaints
* A smoother bureaucratic system; streamlined services and centrally located services with location clearly indicated

Question three: What do you want SJSU to be known for?
* A place to go for professional training
* A place that provides an education that leads to jobs
* A rigorous academic reputation
* A diverse campus that is open and tolerant
* A place that provides students with life skills (e.g., understanding others, conflict management)
* A place that is a pathway to advanced degrees and education

Summary of Survey Information & Responses to Open Ended Items from Participants

Summary:

Ratings of the item: Having participated today I'm hopeful about the future of SJSU.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>45</td>
<td>51%</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>49%</td>
</tr>
<tr>
<td>Disagree</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ratings of the item: Having participated today I have some ideas about how I can contribute to help SJSU move toward the ideals discussed.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>38</td>
<td>44%</td>
</tr>
<tr>
<td>Agree</td>
<td>45</td>
<td>51%</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>5%</td>
</tr>
</tbody>
</table>

Ratings of the item: Having participated today, I have a better understanding of the people and activities outside my own unit.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>33</td>
<td>37%</td>
</tr>
<tr>
<td>Agree</td>
<td>48</td>
<td>54%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
<td>8%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>1</td>
<td>1%</td>
</tr>
</tbody>
</table>
Responses to Open Ended Items from 2/25/04 Conversation

What do you think is most needed in order for SJSU to make progress toward the ideals discussed today?

- Better communication
  - Between departments
  - Across units
  - From leadership
  - Breakdown border; facilitate free exchange of ideas and development of initiatives
  - Mechanisms to break down barriers between divisions and groups (faculty, staff, students, admins)
  - Better communication within units
  - Need sjsu student email - that stays with the student for life
  - Need to promote academic and athletic programs to the community
    - Engage more with the community
  - Need better communication between faculty, staff and students
  - Better communication between staff and students regarding services - where to go, what's needed, ...
  - Survey students, have focus groups before large projects implemented

- Cohesive strategic planning
  - Need a strategic planning effort
  - Need to stand together to make it happen
  - Need coherent, collaborative strategic planning
  - Continual work towards a strategic plan involving all divisions
  - Strategic planning and alignment of resources
  - Need to set priorities
  - Need to get funding behind established and widely understood priorities
  - Need to focus energy and efforts
  - Need a comprehensive planning process
  - Need dedicated steering committee labor over extended period of time on articulated goals, clear paths, enforced mile-markers

- Funding/resources
  - More fund raising
  - More resources from state
  - Get definition at state level of a grad FTE to be 12 not 15 so funding at graduate level enhanced
  - More funds for education
  - Need better state budget
  - Utilize existing resources better
- More financial resources not only city & govt., but also local business and corporations
  - Need stable funding
- Need a sense of community among students, faculty, staff
  - Need greater cohesion
  - More collaboration needed
  - Nurture cross-unit initiatives
  - Must have more campus unity
  - Create environment where people not afraid to lead and people welcome to come forward with ideas
- More forums like this to create community of sense of connectedness between students, faculty, staff
  - Need to continue this kind of conversation
  - Must continue to gather 'universal' input and participation
  - Need continued engagement of all members of the SJSU community
  - Need more discussions like this and events where people across the campus sit down and talk
  - Continual open forum where suggestions are given serious consideration
  - Need an openness that this is a shared process and that one division, one department cannot be in control
- Need to take action that follows up on info discussed today
  - Get the issues discussed today on the President's agenda
  - Staff, faculty, administrators need to grapple with issues discussed today
  - Leadership needs to facilitate action on suggestions
  - Need to be proactive and follow through on the discussed topics
  - Need commitment to take action
  - Walk the talk, take action
  - quality today = quality tomorrow
  - Get to work on making the ideal real
  - Keep momentum. Don't let budget cuts stop us moving forward.
- Listen and respond to students & faculty
  - Utilize student & faculty survey data
- Restrict enrollment to students with GPA 3.0 or higher or implement enrollment tests and select the best.
  - Maintain high standards and expectations
  - Need reputation that we are a quality place not a default choice
- More student life
  - Need wide range of activities: cultural, recreational, sports
- Quality teachers
  - Quality tenure track faculty base
- Eliminate/reduce duplication of effort
  - Better coordination of services and efforts needed
- Pay attention to details
- A president like Crowley
- Better parking structure, more parking spaces
- Good leadership at all levels
- Creative thinking
- Improve facilities
- Enforce implementation of the models
- Smaller classes
- Completed campus village project
- Alumni Association on campus
- More participation from faculty
- Fairness