

FROM GOALS TO ACTIONS

Next Steps

The next steps in the development of the University Strategic Plan will be to: (a) establish specific targets for each goal; (b) develop strategic initiatives (action steps); and (c) align resources toward attainment of the goals. Baseline measures and audits of existing resources and programs will be completed in early 2012. Based upon these results, specific metrics will be established for each goal. Strategic initiatives will be coordinated by the president’s cabinet. The goals are owned by all divisions.

An MPP Conference to launch the process for managers to develop action steps around the goals is scheduled for February 2012. An Academic Plan will be developed (during spring 2012) as a major component to support the University Strategic Plan. Other plans will also be developed in support of the University Strategic Plan (e.g., Facilities Plan, Financial Plan, Technology Plan, Human Capital Plan, etc.). Attainment of goals will be regularly assessed based upon the specific metrics established. The strategic planning website will include updated information about progress related to achieving Vision 2017.

Vision 2017 Goals and Division Responsibilities for Coordination of Strategic Initiatives

DIVISIONS	SPARTAN PRIDE	UNBOUNDED LEARNING	HELPING AND CARING	AGILITY THROUGH TECHNOLOGY	21ST CENTURY SPACES
ACADEMIC AFFAIRS	●	○	●	○	●
ADMINISTRATION & FINANCE	●	×	●	○	○
ATHLETICS	○	●	●	×	●
STUDENT AFFAIRS	●	●	○	●	●
UNIVERSITY ADVANCEMENT	○	×	●	×	●

KEY

- Important action role.
- Responsible for implementing and coordinating action plans for strategic initiatives related to this goal.
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Background

San José State implemented a strategic planning process in accordance with the university mission and Academic Senate procedures. It built upon the SJSU report to WASC that highlighted the university's commitment to educational effectiveness through a focus on three key themes—integrative learning, inclusive excellence and community connections. Through the strategic planning process, President Mohammad H. Qayoumi invited the SJSU community to share its long-term goals, aspirations and dreams for the university.

In order to tap into the collective wisdom and experience of the SJSU community, an exhaustive effort was undertaken to gather input. During August and September 2011, President Qayoumi attended 49 town hall meetings, which were audio recorded for transcription purposes. The majority of these town hall meetings were open to all SJSU community members, while others were open to specific audiences (*e.g.*, online forum, students, Academic Senate, emeritus faculty, Associated Students, Alumni Board, Tower Foundation Board, etc.). In addition to the town hall meetings, individuals were invited to participate in an online survey. These meetings and the survey focused on two questions:

- Where would you like to see SJSU in five to seven years?
- What should SJSU accomplish in the next five to seven years in the areas of [integrative learning](#), [community connections](#) and [inclusive excellence](#)?

Integral to the strategic planning process was the [Strategic Planning Board \(SPB\)](#). The SPB is a special agency of the Academic Senate, with various constituencies appointing their representatives through differing processes. The role of the SPB within the strategic planning process is to:

- Draft a long-term strategic plan that includes a concise set of prioritized goals.
- Circulate the draft plan for further campus input.

- Present a final plan to the president for his consideration.
- Advise the president regarding the alignment of campus resources to the strategic plan.
- Promote the implementation of the approved plan and the achievement of its goals.

The SPB was organized into an executive committee and subcommittees aligned with the three key WASC themes. The subcommittees were tasked with drafting prioritized goals and metrics for how attainment of the goals could be measured.

From Town Halls to Guiding Principles

More than 1,000 SJSU community members were heard. Complete transcripts of the town hall meetings (consisting of 2,416 individual statements) and the online survey results were then analyzed using empirically validated analysis protocols. The [data analysis team](#) looked for significant domains of meaning and commonalities among the comments. This analysis revealed six key areas of significance, representing nearly every comment. Explanations of these key areas of significance, including unattributed quotes from town hall and survey participants were shared with the SPB.

Key Areas of Significance:

- **Elevate** who we are (internally and externally) (Spartan pride, brand SJSU)
- **Enable** curricular/pedagogical innovations that prepare students for future success (academic)
- **Build** an advanced technology infrastructure
- **Create** more student out-of-the-classroom experiences (academic)
- **Eliminate** procedural obstacles to campus processes (ease processes for campus members)
- **Create** a campus environment of updated facilities and gathering spaces

In addition, the report provided to the SPB described how these key areas of significance align with the three WASC themes. The SPB used this information to draft goals and measures related to the key WASC themes. The SPB easily identified commonalities across all WASC themes, particularly as they related to goals. The SPB was mindful of previous strategic planning efforts at SJSU, as well as the totality of the contributions made during the town halls, including not only the specific comments made, but also the sentiment that was shared. Based upon this understanding, the SPB Executive Committee drafted the guiding principles.

The SPB sought to develop a simple and coherent message regarding the vision that should be pursued by the university. It felt that the university's aspirations regarding the themes expressed in the WASC accreditation process could be met through actions guided by the two principles of "A Strong and Unique Sense of Place" and "Unbounded Learning." Further, the SPB felt the principles could guide SJSU through action planning and the strategic allocation of resources.

Next, the SPB created the goals and associated measures. The goals are seen as interdependent and equally important to the overall success of the university's core mission. While these goals represent what the SPB felt should be the central pursuits of the university, they are not meant to represent the totality of what SJSU may achieve during the next five years. The plan is intended to build upon the successes of the university and bring recognition and support to those initiatives and programs. It is the hope and intention of the SPB that each division, each college, each department, and each individual will embrace the guiding principles and engage in actions that will help SJSU achieve excellence.

