Executive Leadership Academy 2021
August 2, 2021

SJSU's Post-Pandemic Recovery
Dr. Mary A. Papazian
President, San José State University
Pre-COVID: Prior planning was key

“Failing to prepare is preparing to fail.” - John Wooden

- Knowing that technology would play a critical role in the university’s digital transformation, in 2017 we elevated SJSU Information Technology to a division level.
- Invested in emerging technologies and dramatically increased tech funding.
- Established strong industry partnerships with tech leaders like IBM and LinkedIn.
- Provided the building blocks for a scalable and modern IT foundation.
Prior planning was key (cont.)

Investments and upgrades in IT

- Enhanced networks and virtual private networks (VPN), creating a more mobile and secure campus with higher bandwidth
- Transitioned from desktops to laptops, so people could work where they need to work
- Added analytics capabilities to evaluate service quality and build online support model
- Changed service model to maximize support for students, faculty, staff, and researchers
Prior planning was key (cont.)

Foresight with budgets and spending

○ Instituted a 3-year budget process in 2016 to better understand longer term effects of current decisions

○ Instituted “position tracking”; funds positions only when hired or on-board

○ "Push to the Center" budgeting philosophy where divisional savings are shared in the "center pot"

○ Modest reserves, along with CARES/HEERF, enabled us to weather storm and close $92M gap
“SJSU Adapt” is...

- SJSU’s plan for continuing of campus operations during COVID-19 and the transition into repopulation

- A four-phase approach
  - Has continually aligned with Santa Clara County PHD and state public health guidelines
  - Approved by CSU Office of the Chancellor

- SJSU Adapt components:
  - Campus repopulation
  - FAQs
  - Health and safety protocols
  - Communication was- and still is- key
A Total Team Effort

● “Alone we are smart. Together we are brilliant.”- Steven W. Anderson, educator and author. Nicely sums up SJSU’s Adapt effort!

● Key contributors and campus leaders:
  ○ Facilities Development and Operations
  ○ Division of Information Technology
  ○ Division of Finance and Administration
  ○ Office of the Provost and Division of Student Affairs
  ○ Strategic Communications and Marketing
  ○ Special Events
  ○ Medical staff
  ○ Everyone else on campus!
Repopulating for Fall Semester

● Our current planning has always been **“As of today”**

● Campus has been open throughout the pandemic
  ○ SJSU has been successful to date with a low case rate
  ○ Fall Semester will see **60 percent in-person** classes, a marked increase from recent semesters

● Fall is a transition semester
  ○ Increase in student presence, necessitating greater staff and faculty presence
  ○ University Personnel playing leading role in repopulation planning
  ○ Strong push for vaccinations, especially students
Repopulating (cont.)

- Planning for repopulation
  - Leadership and a Working Group engaged in planning since January;
  - Departments working with University Personnel (UP); Facilities, Development & Operations (FD&O); and, Environment, Health & Safety (EH&S) to develop their repopulation plan.

- Gradual repopulation for staff began on July 1 in preparation for fall semester, with all departments having submitted detailed repopulation plans to UP.

- Repopulation is occurring gradually at SJSU not 100%.

- Two guiding principles:
  - Safety and health of our community
  - Mission of our campus
Repopulating (cont.)

- Contingent on both State and County health ordinances. Our response will **continue to evolve** based on these guidelines.
- Safety precautions will remain to appropriate degrees.

- ~16,000 daily student population expected
- University Housing ~96% Capacity for Fall Semester
- Classes for Fall: ~60% In-Person, ~20% Hybrid, ~20% Online
Post-COVID: What’s on the horizon?

Student Success Survey (Fall 2020) will help drive and inform our future learning modalities.

Key survey question (and results)

In the future, when in person instruction is no longer restricted, what type of classes would you prefer?

- 33% Asynchronous online
- 30% Synchronous online
- 15% Bichronous online (mix of above)
- 54% In-person
- 28% Hybrid (mix of online/in-person)
Post-COVID: What’s on the horizon?

Other feedback from Student Success Survey:

● Appreciative of the flexibility that online classes provided for balancing work and family responsibilities with education

● Time and money saved by reduced commute times and being able to live in lower-cost areas

● For a significant minority of our students, 100% online classes have made it possible for them to continue or return to their education and complete a degree that would otherwise have been unattainable
2021-2022 will be transitional and a time to assess, evaluate, and adjust.

Vital to understand what students learned from the virtual experience.

Data from Student Success Survey will inform our future instructional practices.
Questions?

Dr. Mary Papazian
President, San José State

Web  www.sjsu.edu
Email:  sjsupres@sjsu.edu
Twitter:  @PrezPapazian
Blog:  blogs.sjsu.edu/president

Find me on LinkedIn!