

**SAN JOSE STATE UNIVERSITY
ONE WASHINGTON SQUARE
SAN JOSE, CA 95192**

S09-6, Policy Recommendation, Strategic Planning Policy

**Legislative History: Rescinds F04-3 and S07-3, Amends
Senate Bylaw 10.1**

At its meeting of May 11, 2009, the Academic Senate approved the following policy recommendation presented by Senator Backer for the Organization and Government Committee.

Action by University President: Approved by President Jon Whitmore on May 27, 2009.

Effective Date: August 20, 2009

**Policy Recommendation
Strategic Planning Policy**

- Resolved: that the attached policy be implemented; and be it further
- Resolved: that F04-3 and S07-3 be rescinded; and be it further
- Resolved: that the Strategic Planning Board (SPB) and the Strategic Planning Assessment Agency (SPAA) be established as Special Agencies of the Academic Senate; and be it further
- Resolved: that Bylaw 10.1 be amended to remove the Goals Advisory Council (GAC), the University Planning Council (UPC), and the Resource Review Board; and be it further
- Resolved: that Bylaw 10.1 be amended to add the Strategic Planning Board (SPB) and the Strategic Planning Assessment Agency (SPAA).
- Approved: April 27, 2009
Vote: 9-0-0
- Present: Pat Backer (chair), Tim Hendrick, Angela Rickford, Linda Main, Swathi Vanniarajan, Susan McClory, Gerry Selter, Carol Reade, Melisa Cerdá

FINANCIAL IMPACT:

There will be a reduction in expenses as the processes for Strategic Planning at SJSU are streamlined under this new policy.

WORKLOAD:

There will be a reduction in faculty workload because of the reduction in the number of committees and the elimination of panels.

RATIONALE:

The Senate policy that established the current Strategic Planning Process (F04-03) included a provision for the process to be assessed and revised. Fall 2007 marked the midpoint period of San Jose State University's strategic planning effort towards Vision 2010 (third round, first cycle). As such, in order to continually improve and strengthen this process, the Director of Institutional Planning and Inclusive Excellence (Dr. Rona Halualani) set out to collect data and feedback from campus constituencies regarding the workability and efficiency of the strategic planning process.

The collected assessment data reveal several key themes or critical issues that need to be addressed for improvement and refinement of SJSU's strategic planning process (and for progress towards Vision 2010). The results indicate that the strategic planning process needs to improve the process within and across the planning bodies.

Improvements are to be made in the following:

- Focus and charge of planning bodies
- Membership
- Key implementers
- Prevention of duplicating efforts

This new policy consolidates the work of the GAC and UPC. In addition, this policy eliminates the Resource Review Board (RRB). Where CSU Executive Orders or similar mandates call for a budget advisory or similar body, the SPB will serve that function.

This new policy streamlines the strategic planning process at SJSU and separates the strategic planning from the assessment process. This strategic planning process should be easier to implement for future planning cycles at SJSU.

STRATEGIC PLANNING PROCESS

Part I--Planning

1. The President provides leadership for strategic planning, employing the following provisions and procedures. The President also consults for this purpose with the Vice Presidents and other members of the President's cabinet.
2. The Strategic Planning Board (SPB) is the central university agency for strategic planning. Its membership is as follows:
 - Provost, who shall be SPB Chair
 - Academic Senate Chair
 - AVP for Undergraduate Studies
 - AVP for Graduate Studies and Research
 - AVP for Campus Life
 - Director of Institutional Planning
 - Five faculty at large (from at least four different Senate representative units)
 - Two department chairs or school directors (from different Senate representative units)
 - Two college deans
 - Four MPP representatives, one each from Advancement, Administration & Finance, Office of the Chief Information Officer, and Student Affairs
 - One representative from Intercollegiate Athletics
 - Two undergraduate students (from different colleges)
 - One graduate student
 - One representative from the Alumni Association
3. Election/Appointment of the members of the SPB
 - a. Faculty at large members shall be recommended by the elected members of the Senate Executive Committee for two-year terms and appointed by the President. An open nomination process for potential SPB faculty members shall be used. The Academic Senate shall solicit written nominations for membership on the SPB from the University community.
 - b. Department chairs shall be recommended by the University Council of Chairs and Directors for two-year terms and appointed by the President.
 - c. College deans shall be recommended by the Council of Deans for two-year terms and appointed by the President in consultation with the Provost.
 - d. MPP representatives shall be appointed by the President for two-year terms.
 - e. The representative from Intercollegiate Athletics shall be appointed by the President for a two-year term.
 - f. Students shall be recommended by the Associated Students for one-year terms and appointed by the President.
 - g. The representative from the Alumni Association shall be nominated by the Alumni Association and appointed by the President for a two-year term.

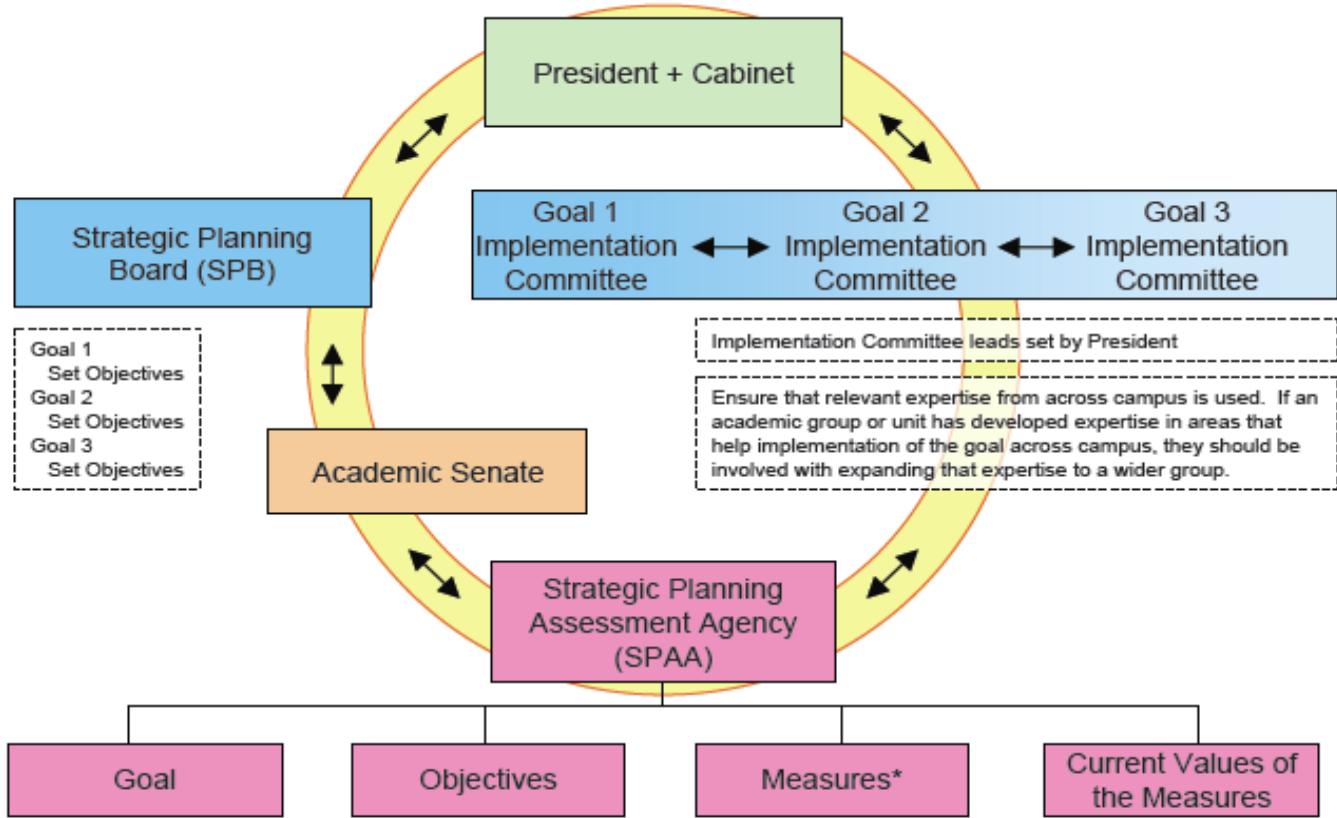
- h. Terms shall be staggered. For that purpose, the term of one of the members first appointed in each of the above multi-member categories (except students) shall be one year.
 - i. Consideration should be given to breadth of representation, with respect to lower as well as upper faculty rank, gender, ethnicity, and other relevant factors.
- 4. Responsibilities of the Strategic Planning Board
It is the responsibility of the Strategic Planning Board to
 - a. Initiate and take part in campus-wide conversations and dialogues (including consultation with the Academic Senate, the President, and the President's cabinet) about strategic planning goals and priorities for the University. The campus expects the President's vision to shape the strategic plan so the SPB is encouraged to communicate with the President and the President's cabinet at all stages.
 - b. Prepare a long-term (normally five years) strategic plan for the University, including a limited number of goals (normally three to five goals) and the priority of each goal.
 - c. Circulate the draft plan and its priorities for further input from the campus.
 - d. Prepare a final version of the plan and priorities and present it to the President. A copy of the plan shall be transmitted to the Academic Senate.
 - e. Serve as the "campus budget advisory committee" (referenced in CSU Executive Order 805) for the purpose of consultation regarding the allocation of all revenues derived from enrollment of non-matriculated students in state-supported regular courses or in self-support special session courses.
 - f. Advise the President regarding the alignment of campus resources to the strategic plan.
- 5. Implementation of the Strategic Plan
 - a. The Strategic Planning Board shall promote the implementation of the approved plan and the achievement of its goals by recommending to the President such steps and measures as appear to be desirable and practicable for that purpose, including resource allocations.
 - b. The President shall assign responsibility for the implementation of each goal. One individual will be designated as the lead for each goal.
 - c. The President may create implementation committees for each goal if necessary.
 - d. The President is responsible for final approval of goals and priorities.
 - e. All university officials with authority to spend or allocate university funds shall use their best efforts to make expenditures and allocations in compliance with the approved goals and priorities.
 - f. All resources of the university should be considered during strategic planning including budget, space, human capital, technology, and all other assets of the university.

6. Operation of the Strategic Planning Board
 - a. The Chair of the Strategic Planning Board shall preside at its meeting, arrange a schedule of meetings, prepare agendas, and propose and maintain time-lines for its activities. In the absence of the SPB Chair, the Chair of the Academic Senate will preside.
 - b. The Director of Institutional Planning shall advise and assist the SPB Chair.

Part II--Assessment

1. The Strategic Planning Assessment Agency (SPAA) shall review, assess and report on the University's progress towards fulfillment of the plan and achievement of its goals. Review should be both annual and cumulative.
2. Assessment of such progress requires standards and timelines for its measurement. Appropriate performance measures and timelines may be assigned by the President or by the lead for each goal. The SPAA may use those performance measures and timelines and/or identify and employ other suitable standards and timelines.
3. The SPAA shall annually review the University budget for the prior year to determine the consistency of budgeting and expenditures with strategic planning goals and priorities.
4. The goal lead will be responsible for supplying information and responding to questions from the SPAA.
5. The SPAA shall report annually to the President, the Academic Senate, and the SPB.
6. The membership of the SPAA is as follows:
 - Vice Chair Academic Senate, who shall be SPAA chair
 - Vice Provost Academic Planning and Budget
 - AVP Finance
 - AVP for Institutional Research
 - Assistant VP for Student Affairs
 - Director of Institutional Planning
 - Three faculty at large (from at least two different Senate representative units)
 - One department chair or school director
 - One college dean
 - One student appointed by Associated Students
7. Election/Appointment of the members of the SPAA
 - a. Faculty at large members shall be recommended by the elected members of the Senate Executive Committee for two-year terms and appointed by the President. An open nomination process for potential SPB faculty members shall be used. The Academic Senate shall solicit written nominations for membership on the SPB from the University community.
 - b. The department chair representative shall be recommended by the University Council of Chairs and Directors for a two-year term and appointed by the President.

- c. The college dean shall be recommended by the Council of Deans for a two-year term and appointed by the President in consultation with the Provost.
 - d. Students shall be recommended by the Associated Students for one-year terms and appointed by the President.
 - e. Terms shall be staggered. For that purpose, the term of one of the members first appointed in each of the above multi-member categories (except students) shall be one year.
 - f. If possible, faculty members of SPAA should have knowledge of assessment, budgeting or financial administration.
 - g. Consideration should be given to breadth of representation, with respect to lower as well as upper faculty rank, gender, ethnicity, and other relevant factors.
8. The Director of Institutional Planning shall advise and assist the SPAA and provide administrative support.
 9. Appointed members of the SPB shall not serve as members of SPAA.



*Some examples

Use measure and indicators that address:

Organizational Readiness Perspective – for example: Improvement in University's ability to teach students in both a physical and virtual environment.

Internal Operations Perspective – for example: What internal operations are improved? Is the source and growth of funds improved?

The Customer (Student) Perspective – for example: How students value their educational experience. In addition to an assessment of satisfaction, measures should include an indication of the value of their education. **Key Success Factors:** The University recruits more highly qualified students from diverse backgrounds; more students are retained and graduate in increasing numbers; more students find professional employment within a reasonable period of time.