



San José State
UNIVERSITY

A campus of The California State University

Office of the Academic Senate • One Washington Square • San Jose, California 95192-0024 • 408-924-2440 Fax: 408-924-2451

SS-S05-2

At its meeting of April 4, 2005, the Academic Senate passed the following Sense of the Senate Resolution presented by Senator Donoho for the Executive Committee.

SENSE OF THE SENATE RESOLUTION

ENDORING THE GOALS AND VISION DRAFTED BY THE GOALS ADVISORY COUNCIL

- WHEREAS, UP F04-3 establishes a strategic planning structure for SJSU and calls for the Academic Senate to annually approve and promote the goals drafted by the Goals Advisory Council (GAC); and
- WHEREAS, The GAC began its work in January 2005 to create for the first time under the structure of F04-3, a vision and set of long-term goals (5 to 7 years) for the campus and completed its work in March 2005; and
- WHEREAS, The GAC members solicited input on its draft vision and goals at two campus forums attended by over 150 faculty, staff, administrators and students on March 21 and 22 with such input considered by the GAC on March 24 and modifications made to the vision and goals; and
- WHEREAS, The goals will need to be approved by the President before going to the University Planning Council that will develop implementation plans for the goals, and that process should begin before the end of the spring semester; therefore be it
- RESOLVED, That the Senate endorse the goals and vision as drafted by the GAC; and be it further
- RESOLVED, That the Senate ask the President and UPC to consider modifying 1.2 to include a reference to information literacy; and be it further
- RESOLVED, That the Senate ask the President and UPC to consider the following: in 3.0 include a strong statement in support of academic freedom for faculty and students, and that 3.1, bullet 4, be changed to read "implemented strategies to measurably reduce faculty workload"; and be it further
- RESOLVED, That the Senate call upon Interim President Kassing to approve the goals to allow the University Planning Council (UPC) to expeditiously begin plans for implementation.

Approved: 4/4/05

Present: Ashton, Donoho, Heisch, Kassing, Lessow-Hurley, Maldonado-Colon, Nellen, Phillips, Sigler, Thames, Van Selst, Veregge

Absent: Bros, Greathouse, Lee

Vote: 12-0-0

Financial Impact: None

Vision 2010

San José State University will be a prominent student-centered campus. By creating a vibrant educational institution focused on academic rigor, social responsibility and mutual respect, San José State University will be a university of choice – a desirable place for study and work. The University will be known for the value it places on the integration of liberal and professional education and theoretical and applied knowledge. The University will also be known for providing a welcoming, inclusive environment and exemplary student support services from application to graduation. Through the high quality of its graduates and the scholarship, research and service of its faculty and staff, San José State University will be viewed as a crucial resource for Silicon Valley and an important contributor to the region, the state and the world.

Goals 2010

THEME #1 – ENHANCING ACADEMIC QUALITY

1.0 Curriculum Reinvigoration & Learning Assessment

By 2010 SJSU will have:

- 1.1 Implemented a curriculum that effectively integrates theoretical and applied knowledge, as well as liberal and professional education.
- 1.2 Developed evidence from ongoing learning assessment that all graduates are able to:
 - Integrate theoretical and applied knowledge.
 - Meet the competency goals articulated in the mission statement:
 - In-depth knowledge of a major field of study.
 - Broad understanding of the sciences, social sciences, humanities and the arts.
 - Skills in communication and critical inquiry.
 - Multi-cultural and global perspectives gained through intellectual and social exchange with people of diverse economic and ethnic backgrounds.
 - Active participation in professional, artistic and ethnic communities.
 - Responsible citizenship and an understanding of ethical choices inherent in human development.
- 1.3 Expanded the first year experience to include programs for all entering freshmen and transfer students.

2.0 Enrollment Management

By 2010 SJSU will have:

- 2.1 Developed and implemented a comprehensive enrollment management plan that sets an annual enrollment growth target in consultation with the CSU (currently set at 2.3% per annum). Incorporated in that plan are recommended targets for:
 - Enrollment distribution between undergraduate and graduate students;
 - Enrollment distribution between general fund and self-support programs;
 - Enrollment distribution between residential and non-residential students;
 - Enrollment distribution between classroom-based and distance-learning instruction.
 - Recruitment of specific majors and high-achieving students; and
 - Recruitment of high school graduates from entire service area and beyond including state, national and international areas.
- 2.2 Enhanced advising program to increase retention and reduce time to graduation for all students.
- 2.3 Obtained measurable improvement in recruitment and retention rates thereby increasing graduation rates (time to degree) by five percentage points.

3.0 Investment in Faculty

By 2010 SJSU will have:

- 3.1 Developed and implemented a comprehensive recruitment, development and incentive plan for faculty that incorporates the following considerations:
 - Increased number of well-qualified faculty committed to the mission, values and vision of the University and reflective of the diversity of the student population.
 - Increased percentage of tenured and tenure-track faculty.
 - Increased support for professional development and research.
 - Continued exploration of strategies to reduce faculty workload.
 - Provision of incentives to reward faculty scholarship, creative and professional achievement and exemplary service contributions that enrich the student experience.

THEME #2 – ENRICHING THE STUDENT EXPERIENCE

4.0 Community & Connections

By 2010 SJSU will have:

- 4.1 Developed and implemented a comprehensive, purposeful program of coordinated campus activities and events that contribute to student success and create a sense of belonging to San José State University. This program will:
 - Express and emphasize the values of the University.
 - Promote student learning, development and leadership.
 - Promote responsible citizenship and civic engagement.
 - Promote active participation in professional, artistic and ethnic communities as well as sports and recreational activities.
 - Promote cross cultural competence and understanding.
 - Build campus traditions and loyalty to the University.
 - Include assessment of participation and satisfaction.

THEME #3 – IMPROVING THE CAMPUS WORK ENVIRONMENT & INFRASTRUCTURE

5.0 Our People & Work Environment

By 2010 SJSU will have:

- 5.1 Recruited, developed and retained a team of well-qualified employees large enough to meet the needs of our organization. To this effect, we will:
 - Recruit a team of employees committed to the mission of the University and reflective of the diversity of the student population.
 - Develop leaders and managers committed to collaborative decision-making.
 - Establish development plans for every employee.
 - Provide training opportunities for all employees to be successful in their positions.
 - Recognize and celebrate outstanding performance.

- 5.2 Created a service-oriented and professional culture. Support services will be:
 - Student-focused.
 - Easily accessible, timely, responsive (solve problems) and respectful.
 - Periodically assessed to ensure improvement.

- 5.3 Improved employee satisfaction. San José State University will be viewed by employees as a desirable place at which to work.

6.0 Infrastructure

By 2010 SJSU will have:

- 6.1 Developed and implemented a multi-year resource plan for infrastructure (such as library, academic technology and space allocation) to support the University's strategic goals.

- 6.2 Developed a campus facilities (master) plan that implements the University's strategic goals and provides flexibility to consider emerging opportunities.

- 6.3 Improved functionality and aesthetics of buildings and grounds:
 - Instructional Facilities.
 - Office Space.
 - Student Services Facilities.
 - Gathering Areas.
 - Sports and Recreational Areas.
 - Transportation and Parking.

- 6.4 Developed an effective, efficient, technological infrastructure (hardware, software, processes and services) that supports administrative functions in the following areas:
 - Student Administrative Systems.
 - Human Resources Systems.
 - Finance Systems.
 - Email Communications.
 - Desktop Computing.

THEME #4 – STRENGTHENING COMMUNITY ALLIANCES

7.0 Community Relations & External Support

By 2010 SJSU will have:

- 7.1 Achieved increased visibility by developing and implementing a comprehensive and coordinated annual marketing plan that communicates our vision, and highlights our achievements and contributions to the region. As a result we will be recognized by current and prospective students, employers, prospective donors, alumni, external communities and opinion leaders as an outstanding university and one of the best in the California State University system.
- 7.2 Strengthened our engagement with external communities in ways that support the University's mission through student internships, service learning, volunteer work, etc.
- 7.3 Deepened our existing relationships with the city of San José, community colleges, other universities, school districts, industry, cultural and artistic organizations.
- 7.4 Created additional sources of revenue by:
 - Launching a major comprehensive fund-raising campaign.
 - Increasing alumni gift participation to 12%.
 - Increasing revenue from contracts and grants, self-support programs, etc.