

# **San José State University (Name of Strategic Plan TBD) DRAFT (as of 01/31/19)**

## **Suggested Names for SJSU Strategic Plan:**

- 1. Leading by Transformation: 2019 - 2029*
- 2. Realizing Transformation: 2019 - 2029*
- 3. Together We Rise: SJSU's Transforming Path*
- 4. Trailblazing: Path for Global Transformation*
- 5. Trailblazers: Paving the Path for Global Transformation*
- 6. Great Change: Strategic Plan 2029 OR Great Change 2029*
- 7. Impact: Local and Global Transformation*

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*Draft Quote from President Mary A. Papazian (to be determined)*

“We have to aspire to excellence and work together to make our collective dreams come true.”

“Our reach always should exceed our grasp.” ~President Mary A. Papazian

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*Insert Mission Statement*

## **MISSION STATEMENT**

### Current Statement:

In collaboration with nearby industries and communities, SJSU faculty and staff members are dedicated to achieving the university's mission as a responsive institution of the state of California: To enrich the lives of its students, to transmit knowledge to its students, along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research, scholarship and creative activity.

### Draft Statement

At San José State University, our faculty, staff and administrators are dedicated to realizing the university's potential as a nationally prominent urban public university, collaborating with industries and communities to contribute to the vitality of San José, the Silicon Valley, the state of California and beyond. As a university we will enrich the lives of students, transmit and develop knowledge and understanding, ensure students have the requisite skills and sense of commitment to serve our diverse society, and expand the base of knowledge through research, scholarship and creative activity.

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## Road Map to Our Future

Great change is coming. San José State is ready.

We are ready because this is a campus of change agents, and a community that thrives in the face of disruption. Throughout our history, we have changed and evolved along with the needs of our students, our region and the world in which we live.

As the first public university in the West, San José State is the original startup in a city that has earned a global reputation for launching companies—big ideas driven by big thinkers. For more than 160 years, this university has ignited the passions of political strategists and Olympic medalists, tech industry giants and best-selling authors.

This is what we do every day at San José State. We bring together students, faculty and staff members, and our community as learners, creators and champions. We are a convener of exceptional people, committed to inclusion and transformative opportunity, who seek to do extraordinary things with their lives.

This is our greatest tradition and what has made San José State relevant to our students and our community for generations. This reality shapes our vision for the future.

As the demands of the global workforce and local communities evolve and become more complex, we are prepared to drive the future of learning, of discovery and the ways in which we bring diverse people together. To do so, we must redouble our commitment to academic excellence and invest in our greatest asset—our people.

Our (insert name of strategic plan here) provides a framework for us to realize an ambitious future as the roadmap for how we will fulfill our mission. Our dynamic, diverse, and engaged campus community, filled with boundless energy and commitment, thrives by working together right here in Silicon Valley to have far-reaching, global impact as trailblazers and as changemakers.

## Progress and Planning: Building on a Strong Foundation

San José State is experiencing a transformational shift in culture and momentum as a pre-eminent urban public university committed to academic excellence, diversity and inclusion. The campus culture is one of vibrancy and optimism for the future. With the conclusion of SJSU's last strategic plan, we reflect on the progress we have made—from strengthened academic programs, increased graduation rates and recruitment of tenured and tenure-track faculty members to a more unified campus community.

We evolved our academic programs by working closely with our teacher scholars and industry and community partners to ensure that curricular and co-curricular learning experiences offered to students prepare them to work in a global and ever-evolving workforce. A new Office of Diversity, Equity and Inclusion was established to provide services and training opportunities so that all members of the campus community can participate, contribute and thrive. These enhancements—along with a growing list of updated and new campus facilities and spaces intentionally designed to engage students—are the foundation of a welcoming, inclusive environment:

- Ramiro Compean and Lupe Diaz Compean Student Union
- Student Health and Wellness Center
- Campus Village B, a new residence hall
- Golf, tennis and softball complexes
- Spartan Recreation and Aquatic Center (spring 2019)

We also have deepened meaningful community partnerships, including our award-winning CommUniverCity program that allows students and faculty members to engage in scholarly work and provide economic and educational support to the neighborhoods surrounding our campus. Since 2016, we have operated and managed the Hammer Theatre in partnership with the city of San José, bringing quality arts, entertainment and educational programming to our neighboring communities throughout Silicon Valley.

San José State has stepped up to take a lead role in the transformative change that is happening right here, all around us, in our own backyard. The influences of the region's culture of change are global in scope and the university is committed to being that key influencer. Since our founding in 1857, we have proven that we can adapt to meet the needs of Silicon Valley even before it was Silicon Valley, our community, region and the world. Going forward, growing San José State's dynamic research and innovation environment will allow us not only to adapt but to set the pace of change.

With our ongoing commitment to excellence in teaching and research, the campus is poised to bloom and innovate, strengthening our connection to the surrounding San José and Silicon Valley communities and further fulfilling our social justice mission of access, equity, opportunity, and success. The research endeavor at both the graduate and undergraduate levels plays a critical role in preparing students for future career opportunities, developing highly adaptable skill sets and creating mentoring

opportunities with faculty. The university's 36,000 students—among them approximately 7,600 graduate students each year—bring an inherent creativity that can be harnessed to address and solve pressing problems facing society today.

To enrich the lives of all students, provide the support and structure for them to become transformative leaders in their communities and globally, and to further existing significant investment in faculty research, scholarship and creative activities, San José State is already moving forward with the following commitments:

- Advancing quality research and innovation initiatives with the recruitment of the university's first vice president for research and innovation.
- Creating the College of Graduate Studies that will serve as the focal point for graduate students and faculty advancement including support of more than 70 graduate degrees and credential programs in eight colleges.
- Launching of the university's first doctoral programs, which underscores SJSU's contributions to Silicon Valley and beyond by graduating a diverse representation of teacher scholars, innovators and problem solvers who are ready to make a difference and lasting impact in their communities and areas of studies.

Our focus on research, teaching and collaboration opens up the university intellectually, inspiring faculty and students to engage in creating a productive, cutting-edge research environment—which impacts every part of the university. The spring 2019 groundbreaking for SJSU's new interdisciplinary Science Park demonstrates the university's commitment to providing modern research and collaborative experiences.

Teaching, research and laboratory spaces facilitate interdisciplinary projects inside and outside of the classroom, connecting faculty members and students across diverse areas of study, and fostering industry partnerships that address local and global, real-world problems. We will cross traditional academic lines and fuse creative fields of study to explore climate change, fire weather and ocean acidification, quantum computing, genetic engineering and the search for dark matter, as well as to examine how the Fourth Industrial Revolution, artificial intelligence and the emerging field of cognitive science are shaping our world and our sense of what it is to be human.

SJSU's first comprehensive fundraising campaign, completed in 2013, raised more than \$208 million. Over the past three years, philanthropic support for SJSU has reached new highs, with more than \$100 million in new gifts and pledges received. Now we are preparing for our next comprehensive fundraising campaign, a critical undertaking that will support the university's next bold strategic plan ultimately serving as a direct investment in the extraordinary people—students, faculty and staff members—who will shape the course of our future. With robust investment by alumni and friends of SJSU that will carry the momentum of our next strategic plan, **(insert name of plan here)**, we know the stage has been set for revolutionary transformation.

Our plans are ambitious and our entire academic community, from our leadership, faculty, and staff to our students, alumni, friends and community partners, is committed to bringing them to reality—and to building on the university's already strong foundation.

SJSU is poised to drive the dialogue and decisions that impact our campus community, city and world. To do this, our university is taking the long view, planning the next 10 years—and looking ahead decades further.

## Spartan Pride: Accomplishments and Accolades

As Silicon Valley's urban, public university, San José State impacts the public good on a global scale. Our 154-acre campus anchors the nation's 10th-largest city, located in the heart of the global innovative economy, which was ranked as one of the "Best Places to Live" in America by *U.S. News & World Report*. Our students—from California and around the world—discover what inspires and drives them through a breadth of majors, unique programs and award-winning specialties. Our faculty experts, along with nearly 400 student organizations and Division I athletics, prepare students to be creative, to anticipate change and to be the changemakers. Examples of inspirational students, faculty members and alumni are many. We are proud of our people, our greatest asset.

At SJSU, real-world, hands-on, interdisciplinary experiences allow students to integrate theory and practice in pursuit of their goals and dreams. Through research, scholarship and creative activity, our faculty members are alive in their disciplines, and they pass their passion onto our students, incubating a problem-solving and entrepreneurial mindset. Our faculty members and students are solving important problems of our time and adding to our understanding of the issues that influence the global landscape. The faculty highlighted below in each of our colleges present just a sampling of the extraordinary research, scholarship and creative activities underway.

- College of Science: Craig Clements and the Fire Weather Research Lab studies how to respond to wildfires, and has been featured in national news
- College of Social Sciences: David Schuster and the Human Factors lab studies the human aspect of cybersecurity in a world where more and more information is being stored digitally
- College of Humanities and the Arts: Fulbright Scholar Cathleen Miller is studying the phenomenon of women's migration around the world as refugees seek asylum across the world
- Charles W. Davidson College of Engineering: Ahmed Banafa is touted by LinkedIn as a #1 influencer of tech and is an expert in top trends including the internet of things, blockchain, artificial intelligence and cybersecurity
- College of Health and Human Sciences: Deepika Goyal's research on postpartum health is looking at both seasonal links to the disorder as well as how to engage patients with cultural competence
- Connie L. Lurie College of Education: Ellen Middaugh studies civic youth engagement, especially as it pertains to online interactions
- Lucas College and Graduate School of Business: Annette Nellen studies tax rules and the new economy during a time when the tax code has been dramatically rewritten

We are proud to illustrate a few examples of how our students and faculty members collaborate and benefit from partnerships with organizations throughout Silicon Valley and beyond:

- Paseo Prototype Challenge and the Silicon Valley Innovation Challenge sponsored by industry partners, foster interdisciplinary, entrepreneurial projects and have led to start up ventures such as Gratis Food, an app that connects



businesses that have excess food with students with food insecurity, and Park Stash, an app that allows people to rent private parking spaces

- NASA Ames TechED Satellite program allows students to design cube satellites and experiments that add to our understanding of aerospace engineering
- Innovation Design Collaborative, an advisory group of 30+ representatives from businesses, government agencies and nonprofits, offers advice on creating curriculum that prepares students for leading industries and has created a dedicated space for students and faculty to test ideas
- SJSU<sup>2</sup>, an enterprise-wide online mentoring platform through SJSU's Career Center, allows students to connect with community, faculty or staff members for career guidance and networking

We have world-class Centers of Excellence and research units:

- Institute for the Study of Sport, Society and Social Change is dedicated to research, analysis and education at the intersection of sport and society
- The Ira F. Brilliant Center for Beethoven Studies includes an extensive library and museum devoted solely to the life, works and accomplishments of Ludwig van Beethoven (1770-1827), and hosts concerts, lectures and other events
- The Silicon Valley Big Data and Cybersecurity Center supports the development of a broadly informed and well prepared citizenry and workforce who understand the security, privacy and policy challenges of a highly integrated, information-rich world, and who have in particular an appreciation of how big data methods can be used to gather, extract and present information
- The Mineta Transportation Institute is focused on increasing mobility for all by improving the safety, efficiency, accessibility and convenience of our nation's transportation system through research, education, workforce development and technology transfer
- Global Leadership Advancement Center promotes cutting edge research to advance the field of global leadership in multiple ways including through Scholar-in-Residence and Research Fellow programs
- Moss Landing Marine Laboratories is an outfitted marine operations department offering a Master of Science in marine science program that is known for its hands-on, field-oriented approach which places our students, faculty, researchers and staff at the frontiers of marine science worldwide.

Spartans experience a world-class education in the global capital of innovation and creativity that prepares them for social and civic engagement. Through our dynamic campus community and international network of more than 280,000 alumni, opportunities abound for sharing a broad range of perspectives. We count among our notable alumni:

- Co-founder of Oracle Edward Oates
- Former Commissioner of Major League Baseball and organizer of the 1984 Olympics Peter Ueberroth
- Head of Internal Communications at Facebook Netta Conyers-Haynes

- Whatsapp co-founder and CEO Jan Koum
- Educator and activist Harry Edwards
- Best-selling author Amy Tan
- Founder of El Teatro Campesino, Filmmaker and Activist Luis Valdez
- Politicians Cindy Chavez (SJ City Council), Evan Low and Robert Rivas (State Assembly), and Ken Yeager (Santa Clara County Board of Supervisors)
- Athlete-activists Tommie Smith and John Carlos

As our alumni demonstrate, Silicon Valley is the springboard for interdisciplinary careers and collaborations with far-reaching, global impact.

## **What People Say About SJSU**

#2 among public universities and #8 overall, SJSU's Lucas College and Graduate School of Business —*Money* magazine

#3 in the nation among public engineering programs offering bachelor's and master's degrees —*U.S. News & World Report 2019*

#4 Most Transformative University for 2018 —*Money* magazine

#5 among the West's top public universities offering bachelor's and master's degrees —*U.S. News & World Report 2019*

#18 among the nation's top veteran-serving academic institutions, ranking #20 overall and #4 among public universities —*U.S. News & World Report 2019*

#21 public colleges with the biggest ROI —*Time* magazine

Ranked among the top 200 universities in the nation for total research awards, San José State's faculty grants and contracts are funded by NASA, the National Science Foundation, the National Institutes of Health, major corporations such as Intel and Kaiser Permanente, and international organizations such as South Korea's Electronics and Telecommunications Research Institute.

2018 Educational Fundraising Award from the Council for Advancement and Support of Education (CASE): SJSU was one of five public comprehensive institutions nationwide with endowments over \$35 million honored for overall performance.

# Shaping Our Journey: Planning and Vision Setting

## Planning

For a year and a half, our strategic planning steering committee led an inclusive effort to gather input from a diverse cross section of the university community that included three university-wide meetings, dozens of in-person and online campus conversations, surveys and meetings with external stakeholders. The steering committee devised questions to evoke from students, faculty, staff and community members their thoughts on San Jose State's greatest strengths and opportunities, based on the strong foundation and academic excellence we have already achieved.

### *Campus Conversations*

- 135 Tenured/Tenure-Track Faculty Members
- 35 Lecturers
- 153 Administrators
- 170 Staff Members
- 400+ Students

### *Community Conversations*

- Connie L. Lurie College of Education Alumni Advisory Board
- CommUniverCity Steering Committee
- Elected Officials
- Charles W. Davidson College of Engineering Advisory Committee
- Lucas College and Graduate School of Business Global Leadership Council
- Tower Foundation of SJSU
- Emeritus and Retired Faculty Association
- Alumni Association
- City Manager
- Downtown Arts Group

From those campus and community conversations, the steering committee used a qualitative analysis to reveal themes that emerged from these many meetings. These themes reflect the characteristics that we see in ourselves as well as the attributes we will continue to enhance as we move into the next decade and beyond:

- leadership
- diversity and inclusion
- recognition and relevance
- engagement and connection
- mobility and agility
- collaboration and integration
- thriving quality of life

These themes evolved into the following five goals through the year-long work of task forces dedicated to each area of focus:

1. Engage and Innovate
2. Excel and Lead
3. Grow and Thrive
4. Connect and Contribute
5. Rebuild and Renew

Finally, the task force members gathered existing information and data on their goal areas, talked with campus and community experts and developed proposed outcomes noted in the next section.

# Mapping Goals and Outcomes

## Goals

### 1. Engage and Educate

Be a university of first choice where we bring together exceptional people - students, faculty and staff members, and our community - to do extraordinary things with their lives as learners, creators, and champions.

#### Desired Outcomes

- Expand experiential learning opportunities for all SJSU students to sharpen requisite skill sets needed when entering the workforce through study abroad programs, curricular and co-curricular based internships, service-learning projects, or research, scholarship and creative activity (RSCA) projects.
- Prepare our students to be change agents and leaders in an ever-evolving world by offering enhanced integrated academic advising and career development services, and strong, ever evolving curricula within and across disciplines..
- Hone next century skill sets in leadership, communication, empathy, and other interdisciplinary competencies that employers seek when recruiting the next, future workforce and needed to insure community and civic health.
- Engage our students to thrive in campus life activities through participation in student organizations, attendance at campus events, and participation in university activities that support academic, social and career goals.

### 2. Excel and Lead

Be a leading academic institution where faculty, staff, and alumni are regional, national and global leaders in their fields.

#### Desired Outcomes

- Gain national and global reputation for academic excellence characterized by scholarly and professional contributions from faculty who are genuine teacher-scholars.
- Engage students at all levels through faculty-mentored research, scholarship or creative activities.
- Excel as thought leaders on social issues and lead in the engagement of people from underrepresented populations in scholarly activity.
- Foster cross-disciplinary collaborations that capitalize on the university's signature strengths.
- Exemplify an ethic of service to San José State and the community that brings distinction to the university.

### **3. Grow and Thrive**

Be an inclusive, welcoming and well-balanced institution that attracts, retains and sustains faculty, staff and students.

#### **Desired Outcomes**

- Ensure that all stakeholders (students, faculty, staff, alumni and community) are able to live and thrive in the region by expanding options of and accessibility to transportation and housing.
- Foster an inclusive environment and infrastructure where diverse populations can flourish.
- Maintain a safe and healthy university community.
- Offer professional development that allows staff and faculty members to develop and pursue career growth while fostering leadership skills across the university.
- Provide opportunities for all stakeholders to actively engage in campus conversations on issues of importance.

### **4. Connect and Contribute**

Be an engaged and dynamic urban university with strong connections locally and globally.

#### **Desired Outcomes**

- Lead as an inspiring public campus that enriches San Jose's economic, cultural, natural, and intellectual vibrancy.
- Build broad, sustained connections and relationships with on and off campus stakeholders for lifelong engagement.
- Engage with the city of San Jose, Silicon Valley industries, municipalities and civic organizations to enhance educational research and economic development opportunities.
- Grow philanthropic support from alumni and friends of the university.

### **5. Rebuild and Renew**

Be a flourishing, modern campus with state of the art infrastructure, campus spaces, and technology to support learning, research, and community.

#### **Desired Outcomes**

- Launch and complete a comprehensive fundraising campaign generating resources that address institutional priorities such as campus development while also stewarding future philanthropic opportunities.
- Position SJSU as a leader in environmental sustainability.

- Create Information Technology (IT) governance structure that creates efficiencies, addresses accessible workflow, and defines processes.
- Lead a comprehensive digital transformation on campus by advancing IT initiatives to enhance user experience, engagement and responsiveness
- Strive to make SJSU the safest digital and physical campus.
- Build inspiring, modern facilities such as the Interdisciplinary Science Building that will set the groundwork for a science and innovation complex where modern teaching, research and laboratory spaces facilitate interdisciplinary projects, connecting faculty members and students across studies, and fostering industry partnerships and solutions.

## What's Next

[Insert]: Description of what will happen next (e.g. implementation planning) via a timeline outline.

### Sharing Updates

Throughout the implementation process, progress will be shared on the strategic plan website: [sjsu.edu/strategicplan](http://sjsu.edu/strategicplan).



# Appendix

## People

### *Steering Committee*

#### Current Members

- Stefan Frazier, co-chair, Academic Senate, and professor, linguistics and language development
- Walt Jacobs, co-chair, dean, College of Social Sciences
- Malik Akil, AS representative
- Noelle Brada-Williams, interim chair, English and comparative literature
- Francisco Castillo, director, Jack Holland Student Success Center
- Marcia Daszko, '89 MS Communication, Alumni Association Board
- Sandy Hirsh, director, School of Information
- Angela Iraheta, graduate studies coordinator, Graduate and Undergraduate Programs
- Monika Kress, department chair, physics and astronomy
- Ariadna Manzo, AS president
- Nicole Mendoza, curriculum, catalog and program analyst, Graduate and Undergraduate Programs
- Gwendolyn Mok, professor, music
- Dan Moshavi, dean, Lucas College and Graduate School of Business
- Gary Radine, lecturer, School of Management, and community representative
- Sharon Willey, associate vice president, enrollment services
- Kathleen Wong(Lau), chief diversity officer

#### Previous Members

- Andrew H. Feinstein, co-chair, provost
- Michael Kimbarow, co-chair, Academic Senate
- Reginald Blaylock, vice president, Student Affairs
- Hector Perea, AS president
- Carmen Torres, graduate student
- Lynne Trulio, department chair, environmental studies

#### Committee Support

- Melissa Anderson, executive communications specialist, University Advancement
- Jaye Bailey, vice president, organizational development and strategic initiatives
- Robb Drury, senior director for resource management, Student Affairs
- Scott Heil, director, institutional effectiveness and analytics
- Camille Johnson, interim director, School of Management
- Bob Lim, vice president, Information Technology and CIO

- Kathleen McConnell, associate professor, communication studies
- Melanie Schlitzkus, executive assistant to the provost, Office of the Provost

## *Task Forces*

### **Goal 1: Engage and Innovate**

- Monika Kress, task force co-chair and department chair, physics and astronomy
- Anne Marie Todd, task force co-chair and professor, communication studies
- Cristina Cortes, AS representative
- Farshid Marbouti, assistant professor, general engineering
- Ryan Skinnell, assistant professor, English and comparative literature
- Julie Stansberry, athletic academic advisor, Student Athlete Success Services
- Catherine Voss-Plaxton, director, Career Center
- Sharon Willey, associate vice president, enrollment services

### **Goal 2: Excel and Lead**

- Marc D'Alarcao, task force co-chair, associate dean for research, College of Science
- Stefan Frazier, task force co-chair, chair, Academic Senate, and professor, linguistics and language development
- Beth Colbert, associate vice president, advancement and campaign operations
- Magdalini Eirinaki, professor, computer engineering
- Angela Iraheta, graduate studies coordinator, Graduate and Undergraduate Programs
- Susanna Khavul, associate professor, School of Management
- Gwendolyn Mok, professor, School of Music and Dance
- Carlos Sanchez, professor, philosophy
- Miranda Worthen, associate professor, health science and recreation

### **Goal 3: Grow and Thrive**

- Malik Akil, task force co-chair, AS representative
- Nicole Mendoza, task force co-chair, curriculum, catalog and program analyst, Graduate and Undergraduate Programs
- Debbie Abbott, lecturer, accounting and finance
- Jaye Bailey, vice president, organizational development and strategic initiatives
- Kathryn Blackmer-Reyes, librarian
- Lori Capizzi, lecturer, counselor education
- Cleber Ouverney, professor, biological sciences
- Pedro SantaCruz, assistant professor, electrical engineering
- Soma Sen, professor, social work
- Kathleen Wong(Lau), chief diversity officer

### **Goal 4: Connect and Contribute**

- Francisco Castillo, task force co-chair, director, Jack Holland Student Success Center
- Anand Ramasubramanian, task force co-chair, associate professor, chemical engineering
- Marcia Daszko, '89 MS Communication, Alumni Association Board
- Sandy Hirsh, director, School of Information
- Craig Hobbs, professor, art and art history
- Roxana Marachi, associate professor, teacher education
- Sarah McGregor, director, International Gateways
- Romando Nash, associate vice president, Student Services
- Kyle Norman, AS representative
- Bethany Shifflett, professor, kinesiology

### **Goal 5: Rebuild and Renew**

- Debbie Andres, task force co-chair, utility and sustainability analyst, Facilities Development and Operations
- Walt Jacobs, task force co-chair, dean, College of Social Sciences
- Joseph Chou, interim associate director, IT planning and operations
- Katherine Cushing, professor, environmental studies
- Stoyu Ivanov, associate professor, accounting and finance
- Julie Paisant, senior director, Office for Equal Opportunity and Employee Relations
- Gary Radine, lecturer, School of Management and community representative
- Leslie Rohn, COO, Tower Foundation of SJSU
- Alan Wong, director, business development and external relations

## **Timeline**

### **March 2016**

Academic Senate Resolution S16-3 establishes policy for the Strategic Planning Steering Committee and process.

### **September 2016 – April 2017**

Strategic Planning Steering Committee researches strategic plans, works on Vision 2017 closeout report.

### **August 2017**

Strategic Plan website is launched.

### **September 14, 2017**

Campus kicks off Strategic Planning at a university-wide event.

### **September and October 2017**

Campus and community conversations are held in person, online and via surveys.

**October 2017**

With input from campus conversations, members of the steering committee and the greater campus community form task forces to develop vision elements into draft goals.

**January 2018**

Vision 2017 report published on the Strategic Plan website.

**Feb. 9, 2018**

Campus gathers for university-wide Strategic Plan update, including small group discussions and a presentation of vision elements.

**February – March 2018**

Task forces continue to refine goals and draft desired outcomes, which are shared with the campus for input.

**May 7, 2018**

University-wide presentation of draft goals and desired outcomes.

**May – September 2018**

Task forces draft a preamble, strategies and metrics.

**November 2018 – January 2019**

Strategic Communication and Marketing team refines Strategic Plan executive summary and goals, and creates a communication plan.

**January 16, 2019**

President's cabinet reviews draft Strategic Plan executive summary, communications plan, and maps out the next phase: Implementation Planning.

**February 11, 2019**

Strategic Plan executive summary is presented to Academic Senate.

**March 14, 2019**

University-wide event to announce and celebrate approved San José State University Strategic Plan 2029 (TBD)

**2017-18 Steering Committee Meeting Action Items**

- [Action Items June 19, 2017 \(PDF\)](#)
- [Action Items December 18, 2017 \(PDF\)](#)
- [Action Items January 8, 2018 \(PDF\)](#)
- [Action Items February 5, 2018 \(PDF\)](#)
- [Action Items March 5, 2018 \(PDF\)](#)

## **Strategic Planning Steering Committee November 2017 Workshop**

- **Strategic Planning Steering Committee November Workshop Summary (PDF)**
- **Responses to Campus Conversations (PDF)**

## **Strategic Planning Steering Committee Feb. 9 Presentation of Goals (video)**

## **Draft Goals, Desired Outcomes and Potential Action Items (April 2018)**

### **Campus Responses to Draft Goals and Desired Outcomes**

- **Academic Excellence and Leadership**
- **Campus Development and Sustainability**
- **Connect, Engage, and Contribute**
- **Educate for Engagement and Innovation**
- **Thriving Quality of Life**

### **Updated Draft Goals and Desired Outcomes (Fall 2018)**

- **Educate for Engagement and Innovation**
- **Academic Excellence and Leadership**
- **Thriving Quality of Life**
- **Connect & Contribute**
- **Campus Development and Sustainability**