

Campus Development and Sustainability (CDS)

Goal: Be an inspiring campus that is the center of San José's economic, cultural, natural, and intellectual vibrancy.

- Invest in and improve the university's physical presence and administrative and technological infrastructure in a sustainable manner.
- Increase and diversify sources of revenue as we ethically steward our human, financial, technological, environmental, and physical resources.

Desired outcomes:

1. New Net-Zero and certified LEED Gold/Platinum buildings are designed.
2. The new Science building/old Science building/Duncan Hall science and innovation corridor of teaching and research buildings is completed. Work begins on the next academic corridor renovation.
3. New frictionless access Information Technology (IT) structures in place to create the most connected campus in the United States.
4. Campus regarded as a site that exemplifies environmental sustainability by ongoing work to meet CSU-wide Sustainability Policy goals.
5. Targets in philanthropic support for addressing institutional priorities have been established and achieved.

The following narrative describes the processes and results of our discussions to create our recommended goal, desired outcomes, strategies, and metrics.

We started with the question: are the goals and sub-goals for the task force sufficiently defined?

- We edited the subgoals to:
 1. Invest in and improve the university's physical presence and administrative and technological infrastructure in a sustainable manner.
 2. Increase and diversify sources of revenue as we ethically steward our human, financial, technological, environmental, and physical resources.
- We created four broad general desired outcomes:
 1. University endowment increased and new expendable funds available.
 2. Outdated campus facilities replaced or upgraded.
 3. New Information Technology (IT) structures in place.
 4. Campus regarded as a site that exemplifies environmental sustainability.

In our meetings we wrestled with

- How to translate the 4 broad general desired outcomes into 5 to 7 more targeted and specific desired outcomes.
- We also started to discuss potential strategies for achieving the specific desired outcomes.

We initially came up with

- 7 specific desired outcomes, so we were in the specified range of 5-7 outcomes for each goal. Each of our outcomes had several sub-outcomes.
- Overall, we had 17 total outcomes after initial brainstorming.
- Over the next two months the task force members solicited feedback from colleagues, and during in-person meetings and online discussion we produced several additional drafts.
- The draft that was presented to the campus in March 2018 had five desired outcomes and no sub-outcomes.

After reading the feedback from the campus

- We made minor changes to three of the outcomes. We added two sub-outcomes to a fourth outcome in order to make it clearer. The final outcome had more substantial edits. Initially it was “New frictionless access Information Technology (IT) structures in place to create the safest and most convenient campus in the United States.” We changed it to an outcome with three sub-outcomes:
 - New frictionless access Information Technology (IT) structures in place to create the most connected campus in the United States.
 - Wireless access points enable high-speed communication for mobile devices on every inch of campus.
 - Campus is digital/paperless in all possible business practices.
 - Safety is enhanced through the socially responsible use of new technologies.
- The key change was editing “safest and most convenient campus” to “the most connected campus” given comments about the difficulty of creating a shared understanding of “convenience,” and the challenges involved in declaring that we are THE safest campus in the U.S. A “connected campus” outcome seemed more doable, and perhaps more fitting giving SJSU’s location in the capital of Silicon Valley.

For the May 7, 2018 draft

- We decided to present a list of 5 desired outcomes with sub-sections that provide further detail.
- The presented list:
 1. New Net-Zero and certified LEED Platinum building designed. New structure is an open and flexible campus “building that teaches” integrated sciences, technology, and environmental stewardship.
 2. Outdated campus facilities replaced or upgraded in order to provide 22nd Century teaching, learning, and research opportunities.
 3. New frictionless access Information Technology (IT) structures in place to create the most connected campus in the United States.
 - Wireless access points enable high-speed communication for mobile devices on every inch of campus.
 - Campus is digital/paperless in all possible business practices.
 - Safety is enhanced through the socially responsible use of new technologies.
 4. Campus regarded as a site that exemplifies environmental sustainability by exceeding CSU-wide Sustainability Policy goals.

5. Targets in philanthropic support for addressing institutional priorities have been established and achieved.
 - Alumni contributions and engagement increased.
 - Fund raising targets for specific campaigns have been reached.

During the summer and fall of 2018

- We collaborated with Vice Presidents Bob Lim and Charlie Faas to revise our recommendations. Desired outcome 5 remained unchanged, and desired outcome 3 received minor edits and clarifications. Desired outcomes 1 and 2 received more significant edits based on information about the realities of construction processes in the CSU. Desired outcome 3 was edited from exceeding CSU-wide Sustainability Policy goals to meeting these goals, given that they are inherently ambitious.
- We also edited the possible strategies and metrics for each desired outcome. The next three pages list our final recommendations for desired outcomes, strategies, and metrics.

Final recommended CDS desired outcomes (as listed above in the box)

1. New Net-Zero and certified LEED Gold/Platinum buildings are designed.
2. The new Science building/old Science building/Duncan Hall science and innovation corridor of teaching and research buildings is completed. Work begins on the next academic corridor renovation.
3. New frictionless access Information Technology (IT) structures in place to create the most connected campus in the United States.
4. Campus regarded as a site that exemplifies environmental sustainability by ongoing work to meet CSU-wide Sustainability Policy goals.
5. Targets in philanthropic support for addressing institutional priorities have been established and achieved.

Final recommended CDS strategies

1. [Outcome: *New Net-Zero and certified LEED Gold/Platinum buildings are designed.*]
 - a. Using the new Science and Innovation building as a model, plan a multi-function high-rise academic building that achieves Gold LEED certification, but strives for Platinum certification.
 - b. Commission a CEFCU Stadium football operations building to obtain Gold LEED certification, but strive to also achieve Platinum certification.
 - c. Establish a “Green Fund” to not only help build the new buildings, but it would also enable regular maintenance and ongoing upgrades.
2. [Outcome: *The new Science building/old Science building/Duncan Hall science and innovation corridor of teaching and research buildings is completed. Work begins on the next academic corridor renovation.*]
 - a. The new Science and Innovation building is designed to meet Silver LEED certification, but strives for Gold certification.
 - b. Convene campus conversations to advise the President on the selection of the next academic corridor renovation.
 - c. Expand sponsorship opportunities with Silicon Valley and downtown San José partners.

3. [Outcome: *New frictionless access Information Technology (IT) structures in place to create the most connected campus in the United States.*]
 - a. Establish a process for moving to paperless/digital business practices.
 - b. Install robust next generation high-speed wireless solutions.
 - c. Use an integration single point solution for campus data and security needs: ID verification, building access, library borrowing privileges, and financial transactions.
 - d. To enhance safety and the sense of community on campus, create a university policy on the socially responsible use of new technologies.
4. [Outcome: *Campus regarded as a site that exemplifies environmental sustainability by ongoing work to meet CSU-wide Sustainability Policy goals.*]
 - a. Create a plan to meet CSU system Sustainability Policy goals.
 - b. Strive to significantly reduce greenhouse gas emissions by 40% by 2030, and by 80% by 2040.
 - c. Create a process for achieving Net-Zero Energy classification and Zero-Waste status.
5. [Outcome: *Targets in philanthropic support for addressing institutional priorities have been established and achieved.*]
 - a. Set specific goals for a comprehensive campaign.
 - b. Develop additional sponsorship opportunities using campus physical assets.
 - c. Establish a young alumni and student board of directors who conduct one fundraising campaign per year for recent graduates and current students.
 - d. Increase alumni engagement.

Final recommended CDS metrics

1. [Outcome: *New Net-Zero and certified LEED Gold/Platinum buildings are designed.*]
 - a. In 5 years: Green Fund established.
 - b. In 5 years: Football operations building designed and built.
 - c. In 10 years: New academic building design completed.
2. [Outcome: *The new Science building/old Science building/Duncan Hall science and innovation corridor of teaching and research buildings is completed. Work begins on the next academic corridor renovation.*]
 - a. In 5 years: Next academic corridor to be refurbished is identified.
 - b. In 10 years: Initial Science and Innovation corridor renovation is completed.
3. [Outcome: *New frictionless access Information Technology (IT) structures in place to create the most connected campus in the United States.*]
 - a. In 5 years:
 - i. Process for moving to paperless/digital business practices established.
 - ii. Plan for socially responsible use of technology is created.
 - b. In 10 years:
 - i. Campus is fully digital.
 - ii. An integrated single point solution for campus data and security needs is in place.
4. [Outcome: *Campus regarded as a site that exemplifies environmental sustainability by ongoing work to meet CSU-wide Sustainability Policy goals.*]
 - a. In 5 years: New SJSU Sustainability Policy created.
 - b. In 10 years: Net-Zero Energy classification and Zero-Waste status achieved.
5. [Outcome: *Targets in philanthropic support for addressing institutional priorities have been established and achieved.*]

- a. In 5 years, campaign fundraising goal set and achieved:
 - i. New scholarships created in each academic college.
 - ii. Internal SJSU Venture Capital fund established.
 - iii. 10 new business incubators, business accelerators, and/or maker spaces created.
 - iv. Campus vehicles wrapped in advertisements.
 - v. Alumni engaged on an annual basis in student mentoring, chapter and affinity group leadership, career services, legislative advocacy, and community service increased by 100%.
 - vi. Alumni giving at the leadership annual giving level increased by 200%.
- b. In 10 years, signature initiatives identified and institutionalized:
 - i. Endowments created for two social justice initiatives: the Institute for the Study of Sport, Society, and Social Change; and the Human Rights Institute.
 - ii. Partnerships established with Silicon Valley and downtown San Jose tech firms to create new funding sources.
 - iii. Alumni Relations establishes a Young Alumni and Student Board of Directors who conduct one fundraising campaign per year for recent graduates and current students.