

SAN JOSÉ STATE UNIVERSITY
TRANSFORMATION
2030
STRATEGIC PLAN



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“San José State is building a dynamic future as a major 21st century urban public university that is recognized not only in Silicon Valley and its surrounding cluster of innovation, but also nationally and internationally.

With our breadth of academic programs, research and applied learning and our extraordinary legacy of education and opportunity, we are perfectly positioned to examine essential questions facing our community and our world. Drawing on an emerging understanding of the relationship between technology and the humanities, we at SJSU—our faculty, staff and students—are excited to be at the forefront of exploring the intersection between pure learning, application and impact. We also recognize the need to take the longer view, looking toward the 22nd century. We must ask: How are we contributing to solving the world’s problems? Are we constantly reinventing ourselves, adding or modifying programs that are relevant to the changing and emerging economy that we see around us? Are we addressing these essential questions with solutions that reflect our core values?

As a university, we must be transformational for our students and our community. Students are at our core and our community is our home. This is where our vision begins.”

— Mary A. Papazian, PhD
President

Great change is coming.



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 challenges. Throughout our history, from a small institution focused on preparing teachers for the frontier to a dynamic comprehensive university in the heart of the global innovation economy, 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 educators and healthcare providers, 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 shape the future of learning, discovery and the ways in which we bring diverse people together. To do so, we must redouble our commitment to academic excellence, drive a digital transformation and invest in our greatest asset—our people.

Transformation 2030 provides a framework for us to realize an ambitious future and the roadmap for how we will fulfill our mission. Our dynamic, diverse and engaged campus community, filled with boundless energy, optimism and commitment, thrives by working together right here in Silicon Valley to have far-reaching, global impact as trailblazers and as changemakers.

San José State is ready.



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, along with 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. We established a new Office of Diversity, Equity and Inclusion 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. New and upgraded facilities include:

- Ramiro Compean and Lupe Diaz Compean Student Union
- Student Health Center
- Campus Village B, a new residence hall
- Golf, tennis, soccer and softball complexes
- Chicanx/Latinx, African-American/Black and Undocumented “UndocuSpartan” Student Success Centers
- Spartan Recreation and Aquatic Center (spring 2019)
- Interdisciplinary Science Building (2022)

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 members. 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 has started moving forward by:

- 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, including support of more than 70 graduate degrees and credential programs in eight colleges.
- Establishing the university’s first doctoral programs, including a doctorate in educational leadership and a doctor of nursing practice with exploration of additional doctoral programs underway. The goal is to graduate a diverse representation of innovators and problem solvers who are ready to make a lasting impact on their communities and areas of studies.

Our focus on research, teaching and collaboration opens up the university intellectually, inspiring faculty members 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 Building 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

RENDERING OF SJSU’S
NEW INTERDISCIPLINARY
SCIENCE BUILDING



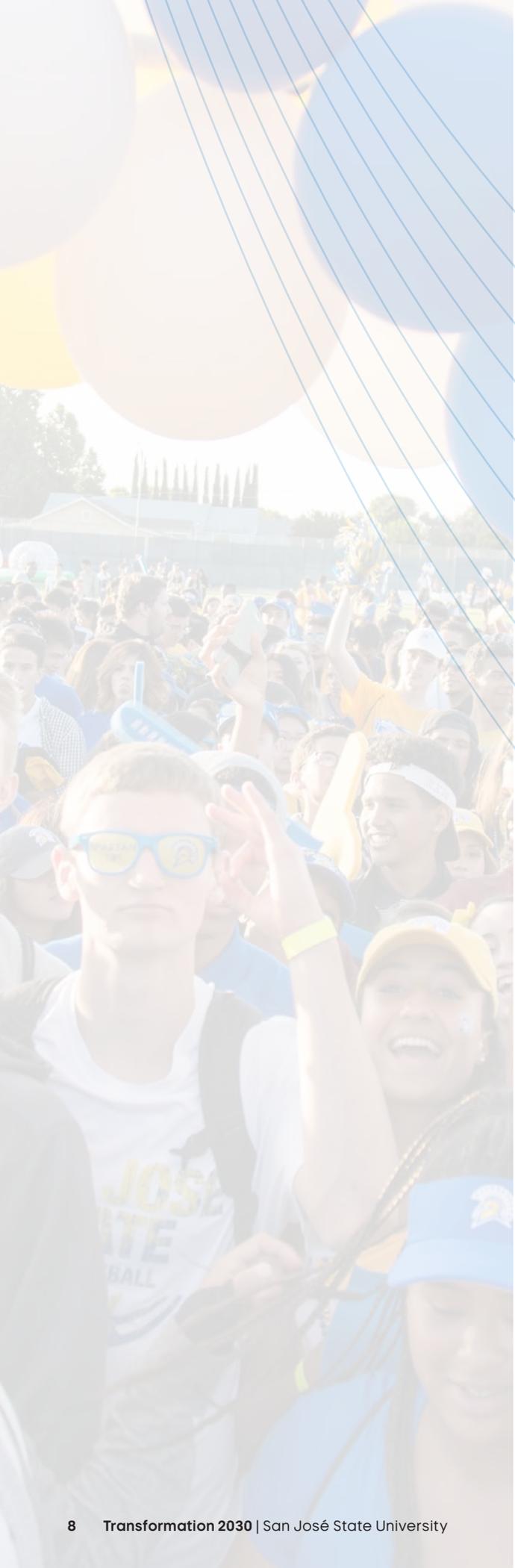
partnerships that address local and global, real-world problems. We will cross traditional academic lines and fuse creative fields of study to explore climate change, fire weather and ocean acidification, quantum computing, genetic engineering and the search for dark matter, as well as to examine how the Fourth Industrial Revolution, artificial intelligence and the emerging field of cognitive science are shaping our world and our sense of what it means 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 \$105 million in new gifts and pledges received—the largest three-year sum of philanthropic support in SJSU's history. 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, Transformation 2030, 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 innovation 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 more than 450 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 members 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.
(photo 1, page 9)
- 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 No. 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.



The following examples illustrate 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 startup 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. *(photo 2, page 9)*
- **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 members to test ideas.





- **SJSU²**, 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. *(photo 3)*
- **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 Martha Heasley Cox Center for Steinbeck Studies** has been in operation since 1973, promoting Steinbeck's goals of empathy and mutual understanding through public programming, free curriculum for teachers and fellowships for emerging writers. *(photo 4)*
- **The Silicon Valley Big Data and Cybersecurity Center** supports the development of a broadly informed and well-prepared citizenry and workforce that understand the security, privacy and policy challenges of a highly integrated, information-rich world, and have an appreciation of how big data methods can be used to gather, extract and present information. *(photo 5)*
- **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.
- **The 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 that places our students, researchers, and faculty and staff members 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 artists, activists, authors, CEOs, politicians and Olympians—and a first lady of the United States. As our alumni demonstrate, Silicon Valley is the springboard for interdisciplinary careers and collaborations with far-reaching, global impact.



What People Say About SJSU

San José State is ranked among the top 200 universities in the nation for total research awards. Our 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.

#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





Shaping Our Journey:

Planning and Vision Setting

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 José State's greatest strengths and opportunities, based on the strong foundation and academic excellence we have already achieved.

CONVERSATIONS

Campus

135
Tenured/Tenure-Track
Faculty Members

153
Administrators

35
Lecturers

170
Staff
Members

400+
Students

Community

Connie L. Lurie College of Education
Alumni Advisory Board

CommUniverCity Steering Committee
Elected Officials

Charles W. Davidson College of Engineering
Advisory Committee

The Lucas College and Graduate
School of Business Dean's Advisory Council

Tower Foundation of SJSU Board of Directors

Emeritus and Retired Faculty Association

SJSU Alumni Association Board of Directors

City Manager, City of San José

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:

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

Leadership

Diversity and inclusion

Recognition and relevance

Engagement and connection

Mobility and agility

Collaboration and integration

Thriving quality of life



1 Engage and Educate

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

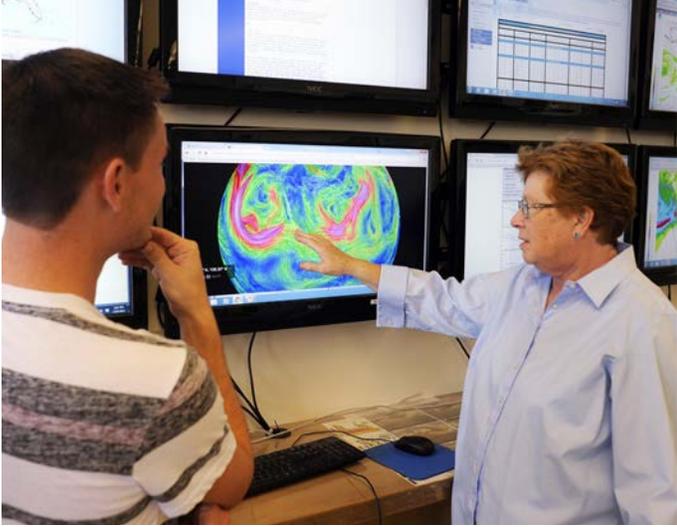


1 Engage and Educate

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 future workforce—and that are needed to ensure 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 and staff members and alumni are regional, national and global leaders in their fields.

Desired Outcomes

- Gain a national and global reputation for academic excellence characterized by scholarly and professional contributions from faculty members who are genuine teacher-scholars.
- Engage students at all levels through faculty-mentored research, scholarship or creative activities.
- Excel in the engagement of people from underrepresented populations as thought leaders 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 broader community that brings distinction to the university.

3 Grow and Thrive

Be an inclusive, welcoming and well-balanced community and institution that ensures long-term financial sustainability and effectiveness and also attracts, retains and sustains faculty and staff members and students.

Desired Outcomes

- Ensure that all stakeholders (students, faculty and staff members, alumni and community) are able to live and thrive in the region by expanding options of and accessibility to transportation and housing.
- Allocate resources linked to strategic priorities and fiscal needs to safeguard long-term financial stability and ensure support for achieving our collective aspirations.
- 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 engage actively 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 José's economic, cultural, natural and intellectual vibrancy.
- Build broad, sustained connections and relationships with on- and off-campus stakeholders for lifelong engagement.
- Support excellence in athletics and the arts to enrich the community in which we live.
- Engage with the city of San José, Silicon Valley industries, municipalities and civic organizations to enhance educational research, economic development opportunities and enterprise-level solutions.
- 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 support institutional priorities, such as campus development, while also stewarding future philanthropic opportunities.
- Position SJSU as a leader in environmental sustainability.
- Create an information technology (IT) governance structure that cultivates 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 Park, 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?

As one of the most transformative universities in the nation, San José State is ready for the big changes the campus community has imagined through the strategic planning process. Moving forward, we will collaborate further to create a shared understanding of how and when we will implement the goals to achieve our desired outcomes. We will also define success by determining our metrics.

Following the announcement of *Transformation 2030*, a critical next step will be the formation of an implementation planning group, comprised of the president's cabinet and select members of each campus division. The president's leadership team will review and report to the president on the work of the implementation planning group, including implementation and scheduled assessments, in early fall 2019.

Together, we will realize San José State's position as a nationally prominent urban public university.

Sharing Updates

Throughout the implementation process, progress will be shared on the *Transformation 2030* website: sjsu.edu/strategicplan.

Appendix

STEERING COMMITTEE

CURRENT MEMBERS

Stefan Frazier, chair, Academic Senate, associate professor, Department of Linguistics and Language Development, and co-chair, Strategic Planning Steering Committee

Walt Jacobs, dean, College of Social Sciences, co-chair, Strategic Planning Steering Committee

Malik Akil, representative, Associated Students

Marcia Daszko, '89 MS Communication, member, Alumni Association Board

Sandy Hirsh, director, School of Information

Angela Iraheta, graduate student representative (now graduate studies coordinator, College of Graduate Studies)

Monika Kress, chair, Department of Physics and Astronomy

Nicole Mendoza, curriculum, catalog and program analyst, Office of Graduate and Undergraduate Programs (now curriculum and catalog analyst, Office of Undergraduate Studies)

Dan Moshavi, dean, Lucas College and Graduate School of Business

Gary Radine, lecturer, School of Management, and community representative

Susan Ross, professor, Department of Health Science and Recreation

Kathleen Wong(Lau), chief diversity officer, Office of Diversity, Equity and Inclusion

Carmen Torres, graduate student

Lynne Trulio, chair, Department of Environmental Studies

Sharon Willey, former interim vice president for Student Affairs (now associate vice president, Enrollment Services)

SPECIAL EXECUTIVE ASSISTANT TO THE STEERING COMMITTEE CO-CHAIRS

Camille Johnson, former chief operations manager to the provost, (now acting director, School of Management)

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

Bob Lim, vice president and CIO, Information Technology

Kathleen McConnell, associate professor, Department of 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 chair, Department of Physics and Astronomy

Anne Marie Todd, task force co-chair and professor, Department of Communication Studies

Cristina Cortes, representative, Associated Students

Farshid Marbouti, assistant professor, Department of General Engineering

Ryan Skinnell, assistant professor, Department of 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

PREVIOUS MEMBERS

Andrew H. Feinstein, former provost, former co-chair, Strategic Planning Steering Committee

Michael Kimbarow, former chair, Academic Senate, former co-chair, Strategic Planning Steering Committee, and professor, Department of Communicative Disorders and Sciences

Reginald Blaylock, former vice president, Student Affairs

Noelle Brada-Williams, acting chair, Department of English and Comparative Literature (now chair, Department of English and Comparative Literature)

Francisco Castillo, director, Jack Holland Student Success Center

Ariadna Manzo, president, Associated Students

Gwendolyn Mok, professor, School of Music and Dance

Hector Perea, former president, Associated Students

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.

GOAL 2: EXCEL AND LEAD

Marc D'Alarcao, task force co-chair, then associate dean for research, College of Science (now interim dean for the College of Graduate Studies)

Stefan Frazier, task force co-chair, chair, Academic Senate, and associate professor, Department of Linguistics and Language Development

Beth Colbert, associate vice president, advancement and campaign operations for University Advancement

Magdalini Eirinaki, professor, Department of Computer Engineering

Angela Iraheta, graduate studies coordinator, Graduate and Undergraduate Programs (now graduate studies coordinator, College of Graduate Studies)

Susanna Khavul, associate professor, School of Management

Gwendolyn Mok, professor, School of Music and Dance

Carlos Sanchez, professor, Department of Philosophy

Miranda Worthen, associate professor, Department of Health Science and Recreation

GOAL 3: GROW AND THRIVE

Malik Akil, task force co-chair, representative, Associated Students

Nicole Mendoza, task force co-chair, curriculum, catalog and program analyst, Graduate and Undergraduate Programs (now curriculum and catalog analyst, Office of Undergraduate Studies)

Jaye Bailey, vice president, Organizational Development and Strategic Initiatives

Kathryn Blackmer-Reyes, librarian, University Library

Lorri Capizzi, lecturer, Department of Counselor Education

Cleber Ouverney, professor, Department of Biological Sciences

Pedro SantaCruz, assistant professor, Department of Electrical Engineering

Soma Sen, professor, School of Social Work

Kathleen Wong(Lau), chief diversity officer, Office of Diversity, Equity and Inclusion

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, Department of Chemical Engineering

Marcia Daszko, '89 MS Communication, member, Alumni Association Board

Sandy Hirsh, director, School of Information

Craig Hobbs, professor, Department of Art and Art History

Roxana Marachi, associate professor, Department of Teacher Education

Sarah McGregor, director, International Gateways

Romando Nash, associate vice president, Student Services

Kyle Norman, representative, Associated Students

Bethany Shifflett, professor, Department of 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, Department of Environmental Studies

Stoyu Ivanov, associate professor, Department of 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

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.

April 8, 2019

University-wide event to announce and celebrate approved San José State University Strategic Plan 2030.

Typefaces:

An internationally recognized type designer, Associate Professor Chang Sik Kim created the two proprietary typefaces used in this publication: **SJSU Spartan** and **SJSU Pride**.

Photos:

Dillon Adams, '12 Radio/Television/Film; Blake Cardoza, '12 Business Administration; Javier Duarte, '15 Radio/Television/Film; SJSU Fire Weather Research Lab; David Schmitz; James Tensuan, '15 Photojournalism

