



SAN JOSÉ STATE UNIVERSITY  
**TRANSFORMATION**

**2030**

**EXECUTIVE SUMMARY**



“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, Ph.D.*  
*President*



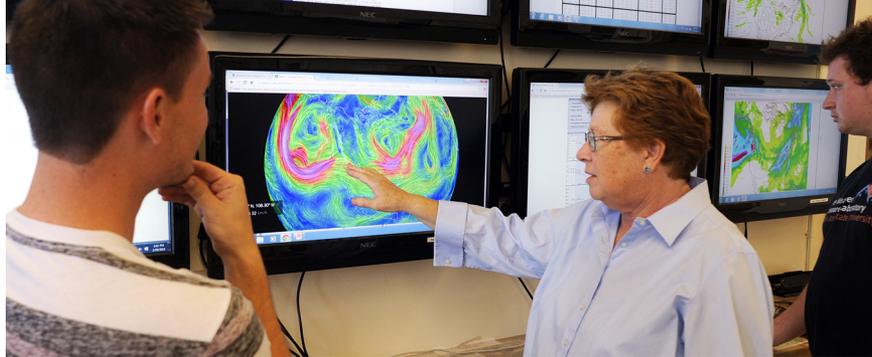
## Mapping Goals and Outcomes

### 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](https://sjsu.edu/strategicplan).

