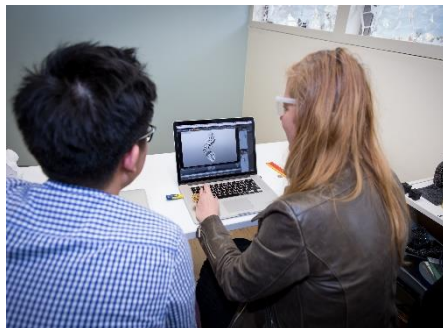
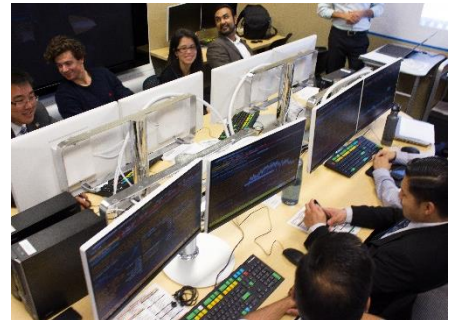


# Vision 2017

## Accomplishments and Reflections



## Table of Contents

<b>Vision 2017 .....</b>	<b>2</b>
<b>I. Spartan Pride.....</b>	<b>3</b>
<b>II. 21<sup>st</sup> Century Spaces .....</b>	<b>5</b>
<b>III. Helping and Caring .....</b>	<b>7</b>
<b>IV. Unbounded Learning .....</b>	<b>9</b>
<b>V. Agility Through Technology .....</b>	<b>11</b>
<b>Reflections and Conclusions on Vision 2017 .....</b>	<b>13</b>

**Vision 2017: Accomplishments and Reflections** is the culmination of a five-year strategic plan to improve education, enhance campus culture, and engage the SJSU community in a unifying and collaborative vision of excellence. Dedication to the university inspired Vision 2017's campus-wide initiatives, and the valued contributions of many Spartans forged a path from concept to realization.

Vision 2017 began in 2011 at campus Town Halls where we asked more than 1,000 students, faculty, staff and community partners what improvements they wanted to see at SJSU.

Their answers uncovered shared perspectives and themes that the Academic Senate's Strategic Planning Board used to establish Vision 2017's five strategic areas of focus: **Spartan Pride, 21<sup>st</sup> Century Spaces, Helping and Caring, Unbounded Learning, and Agility through Technology.**

**Vision 2017: Accomplishments and Reflections** is a collection of SJSU's achievements from 2012-2017 and provides a point of reference as we prepare to embark down our next ten-year period of strategic innovation.





# I. SPARTAN PRIDE

## DEVELOP VIBRANT, SAFE AND WELCOMING COMMUNITIES

During town hall meetings, participants expressed **Spartan Pride** in the high-quality programs we offer and accomplishments of students and faculty, as well as our rich history as the West Coast's first public university. However, we also heard from many who expressed a desire for more Spartan Pride and especially enhancing our commitment to campus diversity.

---

*"...Students come here for a reason. Economic? Yes. But a sense of diversity. A sense that you care for me. A sense you respect me. A sense that I have an identity here. A sense that I can speak to you in your office, outside your office and be a part of your life. And I think that community value is most important. That's what keeps me here."*

*-Student Participant, Town Hall 2011*

---



To increase Spartan Pride, Student Affairs launched "Spartan Pride Thursday" to encourage students, staff, and faculty to show their spirit by wearing SJSU colors and apparel. More than 10,000 SJSU monogram and Spartan Head lapel pins were distributed to faculty, staff, and alumni/community leaders and SJSU brand material was installed throughout the Diaz Compean Student Union.

To invigorate enthusiasm for sports, a cornerstone of Spartan Pride, faculty and staff were provided free admission to athletic events when SJSU moved to the Mountain West Division.

To share our accomplishments with the wider community, SJSU's Strategic Communications and Marketing team hired a dedicated media relations specialist. This new position helped increase the number of positive news reports published in external media outlets from 119 in 2014 to 303 in 2016. This same team rolled out the "My Story is Here" campaign with 50 campus banners installed and more than 50 students, faculty, staff and alumni profiled on the website. "My Story is Here" drew more than 6,300 site visits between October 2015 and January 2017, demonstrating the power of the individual story in showing the collective strength of Spartan Pride.

## SPARTAN PRIDE: ACHIEVEMENTS

- ❖ ALUMNI ASSOCIATION MEMBERSHIP INCREASED FROM 9,800 TO 13,400 AND ENGAGED 400 ALUMNI AS VOLUNTEERS.
- ❖ SJSU LAUNCHED THE “EXPERTS” PROGRAM, WITH 44 EMPLOYEES INVOLVED AS OF FALL 2017.
- ❖ UNIVERSITY ADVANCEMENT COMPLETED THE FIRST-EVER COMPREHENSIVE PHILANTHROPIC “ACCELERATE” CAMPAIGN IN 2013 WITH \$208M+ IN DONATIONS. SINCE THEN, THE DIVISION HAS SECURED \$73M ADDITIONAL DONATIONS.
- ❖ THE STRATEGIC COMMUNICATION AND MARKETING TEAM’S “POWER SOURCE” BRAND PLATFORM RECEIVED MORE THAN 100,000 VISITS SINCE IT LAUNCHED IN 2014, ALLOWING CAMPUS DEPARTMENTS AND UNITS TO COMMUNICATE WITH A UNIFIED MESSAGE AND VISUAL IDENTITY.
- ❖ A CHIEF DIVERSITY OFFICER WAS HIRED AND THE OFFICE OF DIVERSITY, EQUITY AND INCLUSION WAS ESTABLISHED.
- ❖ A DEDICATED SPACE FOR ADVISING AND SUPPORTING THE ACADEMIC, CULTURAL AND SOCIAL NEEDS OF UNDOCUMENTED STUDENTS, AFRICAN AMERICAN AND BLACK STUDENTS AND CHICANX/LATINX STUDENTS WAS ESTABLISHED.



## MORE WORK AHEAD: AREAS FOR CONTINUED IMPROVEMENT

- ❖ The campus is poised to embark on a sustained perception-elevating campaign involving strategic branding, marketing, and targeted outreach.
- ❖ The most recent Campus Climate Survey in 2015 highlighted the need for increased focus on celebrating diversity and building a campus free of prejudice and violence.
- ❖ SJSU’s 2017 Annual Security and Safety report noted that campus has declined in some categories while increasing in others. SJSU UPD continues efforts to improve safety on campus.

## II. 21ST CENTURY SPACES

### PROVIDE GATHERING SPACES AND UP-TO-DATE FACILITIES

**21<sup>st</sup> Century Spaces** addressed a strong desire from the SJSU community to create on-campus meeting places and working environments that reflect the same standards of excellence as our academics and university courses. Town Hall participants shared the profound ways that the quality of a classroom—its technology, furniture and layout—affected their ability to teach and learn.

“Our surroundings reflect our values.”

–Town Hall 2011 Participant

### CLASSROOM UPGRADES

Academic Affairs, Facilities Development and Operations, and Information Technology identified key renovations and upgrades to classroom and other learning spaces on campus. While some of the spaces received innovative new technology such as lecture capture and telepresence, faculty and students expressed a strong desire for classrooms to be refreshed with other basic upgrades. The replacement and addition of blinds, white boards and mobile furniture provided flexibility in curriculum delivery while allowing for in-class collaboration between students. SJSU invested more than \$3 million on upgrades to the 100 most-used classrooms on campus. In addition, to support the rigorous demands of SJSU’s Engineering programs, \$1 million was invested in the renovation of their classrooms and labs.

### STUDENT MEETING SPACES

Students, staff and faculty all expressed a need for students to have gathering places outside of the classroom. These places provide collaborative spaces for students to meet with each other and were limited in availability when Vision 2017 launched. Since then, the Diaz Compean Student Union expansion and renovation was completed with new centralized student centers including the PRIDE Center, MOSAIC Cross Cultural Center, the Gender Equity Center, as well as eight meeting spaces available for rent. The improved Student Health and Wellness Center provides two meeting rooms, equipped with projectors and sound systems, for students to reserve. Both structures were built to LEED standards and reflect SJSU’s commitment to sustainability.

## 21<sup>st</sup> CENTURY SPACES: ACHIEVEMENTS

- ❖ UPDATED LARGE LECTURE SPACES WITH ACCESSIBLE SEATING, PROJECTORS, AND OTHER TECHNOLOGY UPGRADES.
- ❖ THE UNIVERSITY LIBRARY UPDATED 23 GROUP STUDY ROOMS TO INCLUDE 48" VIDEO SCREENS WITH LAPTOP CONNECTORS AND 34 GROUP STUDY ROOMS WITH COLLABORATION TABLES.
- ❖ OF THE HUNDREDS OF CLASSROOMS THAT RECEIVED BASIC UPDATES, EIGHT WERE EQUIPPED WITH NEXT GENERATION TECHNOLOGY SUCH AS PROJECTORS, TELEPRESENCE UNITS, AND LECTURE CAPTURE EQUIPMENT THAT OFFER STUDENTS AND FACULTY A MORE EFFECTIVE AND EFFICIENT EXPERIENCE OF LEARNING.



## MORE WORK AHEAD: AREAS FOR CONTINUED IMPROVEMENT

- ❖ Planning is under way for an Innovation Center to provide updated lab facilities as well as interdisciplinary space for collaboration.
- ❖ Academic Affairs has established baseline standards for equipment, technology and furniture as a guide for updating additional classrooms as funding becomes available.

# III. HELPING AND CARING

## CREATE A CULTURE OF HELPING

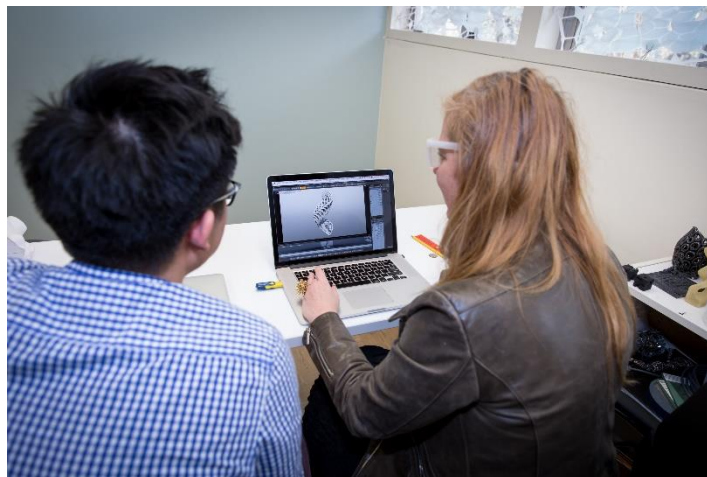
The **Helping and Caring** goal aimed to establish a cordial atmosphere for students, staff and faculty while also finding ways to assist others outside of our everyday duties. This area specifically focused on ways to ensure students were supported as they advanced their education and to recognize staff and faculty who went above and beyond their daily duties.

Student Affairs led a series of Helping and Caring initiatives to welcome students to campus. The “Ask Me” campaign set up information booths to welcome and guide incoming freshmen, transfer, graduate and international students who might need help navigating through campus. The booths were staffed by students, staff, and administrators who answered hundreds of questions for newcomers while helping them acclimate to campus. Similar booths were set-up during finals week to provide students with snacks, Scantron test forms, and pencils.

Additionally, the Student Health and Wellness Center provided multiple physical, emotional and mental health programs to support with nutrition, alcohol and drugs, healthy relationships, sexual wellness, violence prevention, and body image.

Vision 2017 inspired Academic Affairs to launch a number of highly successful onboarding and professional development programs for faculty and staff.

- ❖ Academic Affairs Leadership Discovery Group had more than 270 participants.
- ❖ Staff Professional Development Grant Program provided 174 grants.
- ❖ The Dean’s Leadership Academy had 71 participants.
- ❖ University 101 for new faculty had 186 participants.
- ❖ New Chair Orientation had 40 participants.
- ❖ Administrator Onboarding for AVPs and deans had nine participants.





## HELPING AND CARING: ACHIEVEMENTS

- ❖ HUMAN RESOURCES LAUNCHED THE SPARTANS STEPPING BEYOND PROGRAM AND RECOGNIZED MORE THAN 371 COMMUNITY MEMBERS WHO PERFORMED EXEMPLARY WORK IN SUPPORT OF OTHERS.
- ❖ THE STUDENT HUNGER COMMITTEE WAS CREATED TO ADDRESS FOOD RESOURCE NEEDS; THE COMMITTEE INSTALLED 15 FOOD PANTRIES, PARTNERED WITH SECOND HARVEST FOOD BANK FOR JUST IN TIME PANTRY EVERY OTHER MONTH AND HELPS ELIGIBLE STUDENTS APPLY FOR SUPPORT.
- ❖ ALL HUMAN RESOURCES ACTIVITIES WERE ALIGNED UNDER UNIVERSITY PERSONNEL WITH A NEW VICE PRESIDENT FOR ORGANIZATIONAL DEVELOPMENT TO ENSURE CONSISTENT OPTIMAL SERVICES FOR ALL FACULTY AND STAFF.



## MORE WORK AHEAD: AREAS FOR CONTINUED IMPROVEMENT

- ❖ The university needs to continue efforts to support students. The most recent National Survey of Student Engagement reported that SJSU students reported less favorable interactions with faculty, academic advisors, student services, and administrative staff than at other comparable CSUs.
- ❖ Staff desire more support from administrators to address workplace quality of life issues. The Western Association for Schools and Colleges Senior College and University Commission Special Visit Team reported after a visit in September 2017 that while there is optimism and enthusiasm on campus, staff members still expressed concerns.

## IV. UNBOUNDED LEARNING

### ENHANCE STUDENT SUCCESS THROUGH LEARNING INNOVATION

**Unbounded Learning** was part of SJSU's commitment to raise its classrooms and campus to more innovative and "out-of-the box" standards of achievements. Below are some examples of outstanding achievement during the five-year period of Vision 2017.

- ❖ **Goal:** Increase the 6-yr graduation rate for all students as well as for underrepresented minority students. **Result:** Six-year graduation rates increased from 41 percent in 2008 to 56.8 percent in 2017.
- ❖ **Goal:** Reduce the gap in 6-yr graduation rates between underrepresented minority students and non-underrepresented students. **Result:** The gap in graduation rates fell from 17 percent in 2008 to 12.7 percent in 2017.
- ❖ **Goal:** Increase the number of community and business partnerships. **Result:** SJSU currently has 633 community partners who offer internships or community engagement opportunities for students.
- ❖ **Goal:** Increase the opportunities for faculty and students to be engaged in out-of-the classroom learning experiences (service learning, internships, study abroad). **Result:** For example, CASA launched an international experience requirement and the Paseo Prototype Festival was created to provide real-world entrepreneurial experiences.
- ❖ **Goal:** Increase number and diversity of tenured/tenure-track faculty. **Result:** The university hired 221 tenured/tenure-track faculty between 2014- 2017, with 59 additional searches under way for 2018-19.



## UNBOUNDED LEARNING: ACHIEVEMENTS

- ❖ SPARTAN SCHOLARS PROGRAM ENROLLED 109 STUDENTS IN SUMMER 2016, WITH A FIRST-YEAR RETENTION RATE OF 96 PERCENT.
- ❖ THE WRITING CENTER PROVIDED 17,000 ONE-ON-ONE TUTORING SESSIONS, HOSTED NEARLY 300 WRITING WORKSHOPS, PUBLISHED A BLOG WITH 3,700 VIEWS IN ITS FIRST YEAR.
- ❖ STRETCH ENGLISH WAS LAUNCHED TO REPLACE REMEDIAL ENGLISH COURSES.
- ❖ THE ASIAN AMERICAN NATIVE AMERICAN PACIFIC ISLANDER STRENGTHENING INSTITUTIONS GRANT ENHANCED WRITING SKILLS FOR ASIAN AMERICAN, GENERATION 1.5 AND OTHER UNDERREPRESENTED MINORITY STUDENTS.
- ❖ PEER CONNECTIONS ADDED 150 PEER MENTORS BETWEEN 2012-2016, ALLOWING THEM TO SUPPORT MORE THAN 7,000 STUDENTS.
- ❖ ACADEMIC AFFAIRS HIRED ADDITIONAL PROFESSIONAL ADVISORS BRINGING THE RATIO FROM 1 PER 565 STUDENTS DOWN TO 1 PER 358 STUDENTS IN 2017-18.

- ❖ **Goal:** Increase faculty participation in development opportunities related to technology, innovation and globalization. **Result:** GE Pathways were created around sustainability, creativity and globalization.

In addition to these results, the Center of Faculty Development and eCampus now provide approximately 80 programs and workshops to the faculty each year. These workshops cover teaching and learning, instructional technology, RSCA, student support, and RTP.

Academic Affairs created a plan to support Research, Scholarship, and Creative Activity (RSCA). The Chancellor's Office and Academic Affairs have allocated base funding to support RSCA development and the Research Foundation managed \$58M in revenue in 2015-16.

## MORE WORK AHEAD: AREAS FOR CONTINUED IMPROVEMENT

- ❖ The campus will continue efforts to increase four-year graduation rates to 35 percent and to eliminate the achievement gap for URM and Pell grant-eligible students from 12.7 percent to 0 percent.
- ❖ Tenure density remains a focus for the campus—while new tenured/tenure-track faculty have been hired, and the number of tenured and tenure-track faculty increases, tenure density has not changed.
- ❖ Academic Affairs, Faculty Affairs and the Office of Diversity, Inclusion and Equity are working together on efforts to increase diverse faculty.
- ❖ The campus will continue to explore new approaches to enrollment management from prospective students' initial inquiries through receipt of their degree.

## AGILITY THROUGH TECHNOLOGY: ACHIEVEMENTS

- ❖ EMERGENCY BROADCAST CAPABILITIES WERE EXPANDED TO IPHONES.
- ❖ 300+ DIGITAL CAMERAS WERE INSTALLED.
- ❖ RAVE APPLICATION WAS LAUNCHED FOR SMARTPHONES TO SUPPORT EMERGENCY COMMUNICATION.
- ❖ WORKSTATION REFRESH PROGRAM REPLACED MORE THAN 5,000 WORK STATION COMPUTERS.
- ❖ A SUITE OF DIGITAL TOOLS WAS ROLLED OUT TO FACULTY MEMBERS WITH THE GOAL OF REDUCING ADMINISTRATIVE BURDENS.
- ❖ CONSOLIDATED ALL CAMPUS COMMUNITY MEMBERS TO AN @SJSU.EDU EMAIL ADDRESSES.
- ❖ ENTERPRISE LEVEL INFORMATION-MANAGEMENT STRATEGY AND SYSTEM SUPPORT WAS REORGANIZED AND REALIGNED UNDER A NEWLY-ESTABLISHED INFORMATION TECHNOLOGY OFFICE LED BY A VICE PRESIDENT FOR INFORMATION TECHNOLOGY/CIO.

## AGILITY THROUGH TECHNOLOGY

### IMPROVE ORGANIZATIONAL RESPONSIVENESS THROUGH AN ADVANCED TECHNOLOGY INFRASTRUCTURE AND BY THE ELIMINATION OF PROCEDURAL OBSTACLES

The **Agility Through Technology** team addressed the modernization of procedures such as applying for graduation, changing classes, and financial aid in order to allow students, faculty, and staff a more user-friendly and efficient experience. An initial step brought wireless technology to all classrooms and common areas so that students, faculty and staff could use their electronics as learning and teaching tools while on campus.

### STUDENT UPGRADES:

- ❖ Single sign-on feature was implemented across all MySJSU applications, eliminating the need for dozens of user name/passwords for campus applications.
- ❖ Degree Audit was implemented to allow students to automatically track graduation requirements they have met and still need to complete.
- ❖ The MyGPS suite launched to support students through the process of admission and graduation. This included MyScheduler to help them plan and schedule semester courses.
- ❖ Access to Grades First was expanded.





## AGILITY THROUGH TECHNOLOGY: ACHIEVEMENTS

- ❖ ENCRYPTION SOFTWARE IS AVAILABLE FOR CONFIDENTIAL DATA.
- ❖ DATA MANAGEMENT ACCESS GOVERNED BY ITS.
- ❖ AUTOMATED PATH MANAGEMENT FOR ALL CAMPUS COMPUTERS TO ENSURE SECURITY FEATURES ARE UP-TO-DATE.
- ❖ IMPLEMENTED VULNERABILITY SCANNING FOR ALL SERVERS AND WEB APPLICATIONS.
- ❖ COMPREHENSIVE CAMPUS INFORMATION SECURITY POLICIES WERE IMPLEMENTED, INCLUDING REVISED PROCUREMENT PROCEDURES TO INCLUDE SECURITY REVIEWS.
- ❖ THE STUDENT DATA WAREHOUSE WAS DEPLOYED, ALLOWING ACCESS TO STUDENT DATA FOR UNDERGRADUATE AND GRADUATE ADVISORS.
- ❖ MYPLANNER WAS PILOTED IN SPRING 2017 AND A SOFT ROLL OUT STARTED IN FALL 2017 WITH 40+ MAJORS/MINORS.
- ❖ AN ONLINE GRADUATION APPLICATION HAS ROLLED OUT FOR STUDENTS ENROLLED IN THE COLLEGE OF APPLIED SCIENCES AND ARTS, THE COLLEGE OF BUSINESS, THE COLLEGE OF SCIENCE AND CHILD AND ADOLESCENT DEVELOPMENT MAJORS IN THE COLLEGE OF EDUCATION.

## FACULTY AND STAFF UPGRADES:

- ❖ OnBase Document Workflow and Image Managing System was implemented to eliminate some paper processes and increase efficiency of work flow.
- ❖ Piloted and rolled out DocuSign to allow for electronic signature of formerly paper-based forms.
- ❖ Campus network and firewalls were upgraded to increase cybersecurity.

## MORE WORK AHEAD: AREAS FOR CONTINUED IMPROVEMENT

- ❖ IT is reviewing mobile platforms that support PeopleSoft processes and other mobile application options for the campus.
- ❖ IT plans to expand access to OnBase and DocuSign to streamline, automate and digitize administrative workflow.
- ❖ Security technology will be integrated into centralized UPD monitoring and dispatch through digital cameras, digital locks, panic buttons, 911 broadcast alerts, real-time video recognition and mobile apps.
- ❖ The online graduation application will be expanded to other colleges and departments, and MyPlanner will be rolled out campus-wide in spring 2018.

# REFLECTIONS & CONCLUSIONS: VISION 2017

As Vision 2017 is finished, we are reminded of the central goals of this strategic journey: To enhance campus culture, improve education, and to unify San José State University under a shared vision of progress and growth.

In this, we were triumphant.

Guided by our areas of focus—**Spartan Pride, 21<sup>st</sup> Century Spaces, Helping and Caring, Unbounded Learning, and Agility through Technology**—SJSU charted a course for five years of innovation and advancement.

At its end, we equipped our colleges with new and more modern classrooms. Four and six-year graduation rates increased as did our number of tenured and tenure-track faculty members. SJSU provided opportunities for faculty and staff professional development. Procedures were streamlined and made more accessible to campus members.

Even obstacles provided opportunities for growth. Through changes in leadership, momentum, and the daily needs of a campus of nearly 35,000 students, SJSU maintained focus on these five goals. These complications will be examined and used as a blueprint towards success in our future endeavors.

Reflecting on both our positive outcomes and identified areas for continued improvement have helped us uncover the hidden benefit of Vision 2017. The plan revealed the perseverance of the SJSU community. The great success of the person-centered initiatives, **Spartan Pride** and **Helping and Caring**, highlighted a broad sense of camaraderie among students, faculty, and staff.

Vision 2017 showed us that our university's strength is not built on metrics of achievement but rather in the collective hearts of our community. Our future potential and ability to thrive lies not only in the goals we can achieve but in the unity, dedication, and loyalty of students, faculty, staff, and community members.

Their commitment to SJSU is reflected in every building, in every classroom, in our walkways, and in our Diaz Compean Student Union. Alumni, professors, and students show their devotion in the blue and gold university-apparel they proudly wear. SJSU is celebrated on the inspirational signs and banners decorating our paseos. Hope gleams in the eyes of new students welcomed by help booths and success centers. Pride is heard in the cheers at athletic events and dedication is seen in the quiet resolve of students studying in the library.

If we have learned anything through Vision 2017, it is that our greatest investment as a university is the one that we make to each other. If we can think it, as a community, we can make it happen.

Thank you for your continued dedication to San José State University. Our success depends on your efforts, and our achievement is tied to yours.

**Go Spartans!**

## THE STRATEGIC PLANNING STEERING COMMITTEE:

### CO-CHAIRS

◇ STEFAN FRAZIER, ACADEMIC SENATE CHAIR AND ASSOCIATE PROFESSOR OF LINGUISTICS AND LANGUAGE DEVELOPMENT, COLLEGE OF HUMANITIES AND THE ARTS

◇ ANDY FEINSTEIN, PROVOST AND SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS

### MEMBERS

◇ JAYE BAILEY, VICE PRESIDENT FOR ORGANIZATIONAL DEVELOPMENT AND CHIEF OF STAFF TO THE PRESIDENT

◇ FRANCISCO CASTILLO, DIRECTOR, JACK HOLLAND STUDENT SUCCESS CENTER, COLLEGE OF BUSINESS

◇ SANDY HIRSH, DIRECTOR, SCHOOL OF INFORMATION, COLLEGE OF APPLIED SCIENCES AND ARTS

◇ WALT JACOBS, DEAN, COLLEGE OF SOCIAL SCIENCES

◇ NICOLE MENDOZA, CURRICULUM AND CATALOG ANALYST, GRADUATE AND UNDERGRADUATE PROGRAMS

◇ MARCIA DASZKO, ALUMNI ASSOCIATION MEMBER

◇ GWENDOLYN MOK, COORDINATOR OF KEYBOARD STUDIES AND PROFESSOR OF MUSIC, COLLEGE OF HUMANITIES AND THE ARTS

◇ ARIADNA MANZO, PRESIDENT, ASSOCIATED STUDENTS

◇ GARY RADINE, COMMUNITY MEMBER

◇ NOELLE BRADA-WILLIAMS, ACTING DEPARTMENT CHAIR, ENGLISH AND COMPARATIVE LITERATURE, COLLEGE OF HUMANITIES AND THE ARTS

◇ KATHLEEN WONG(LAU), CHIEF DIVERSITY OFFICER

◇ ANGELA IRAHETA, GRADUATE STUDENT REPRESENTATIVE

◇ SHARON WILEY, INTERIM VICE PRESIDENT FOR STUDENT AFFAIRS

### COMMITTEE SUPPORT

◇ SCOTT HEIL, DIRECTOR, INSTITUTIONAL EFFECTIVENESS AND ANALYTICS

◇ CAMILLE JOHNSON, CHIEF OPERATIONS MANAGER TO THE PROVOST

◇ KATHLEEN MCCONNELL, PROFESSOR OF COMMUNICATIONS, COLLEGE OF SOCIAL SCIENCES