

Educate for Engagement and Innovation

Be a university of choice where students are prepared to pursue their career goals and contribute to civic life.

- Create and enhance educational opportunities that offer students a diversity of perspectives, practical experience, and critical-thinking skills.
- Provide curricular and co-curricular programs that support the whole student and prepare them for lifelong success.

Desired Outcome 1

All undergraduate and graduate students receive advising support at key academic milestones throughout their time at SJSU to optimize their pathway to graduation.

Potential Action Items

- Provide online and in-person advising for students that gives them confidence in their academic success, awareness of their pathway toward graduation, and the ability to launch their career and/or attend graduate school.
- Ensure all students are assigned an advisor during orientation
- Create effective, targeted advising services for students in need of enhanced academic and career support.
- Require students to see an advisor at 30/60/90 unit milestones
- As part of this regular advising program, require the attainment of basic milestones, such as academic plans, career assessments, etc.

Desired Outcome 2

All students are aware and empowered to meaningfully engage within their communities.

Potential Action Items

- Improve promotion of co-curricular activities, targeting student groups in related majors, etc.
- Create co-curricular programs that enable the accumulation and certification of transferable skills and integrative learning.
- Create incentives for co-curricular activities.
- Launch a co-curricular transcript to document student engagement in co-curricular activities and programs

Desired Outcome 3

Upon graduation, students are well-prepared to transition into the workforce.

Potential Action Items

- Increase attendance at general job fair
- Create required first-year and transfer experiences that include career assessment, exploration, planning and personal branding.
- Engage alumni by requesting feedback and inviting to participate in campus events.
- Build and leverage professional mentor networks to help students learn the essentials of professional success; foster professional development mentoring best practices through mentor training.
- Develop a campus-wide employer engagement strategy to cultivate and promote internship opportunities across all colleges.
- Increase number of students completing mentorships, internships, experiential learning, and/or RSCA before graduating.

Educate for Engagement and Innovation

Desired Outcome 4

All students develop lifelong skills: oral and written communication, teamwork, leadership, problem solving, critical thinking.

Potential Action Items

- Increase participation in at least two *curricular High Impact Practices* focused on oral and written communication, team-building and other soft-skills.
 - Provide professional development for faculty to teach writing, presentation skills and other critical skills.
 - Connect to co-curricular activities so students integrate across experiences .
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Academic Excellence and Leadership

Be a premier university where faculty and staff are regional, national, and global leaders in their fields.

- Support and celebrate research, scholarship and creative activities.
- Foster and promote areas of distinction and innovation.

Potential Action Items

- Develop doctoral programs in select areas of excellence
- Attract and retain T/TT faculty who are leaders in their fields
- Provide supports for career-long engagement in RSCA by T/TT faculty
- Improve physical facilities to be commensurate with a premier university
- Create capacity and infrastructure to measure RSCA output and impact
- Celebrate and publicize RSCA output.
- Increase outward-facing dissemination of our premier programs via more press releases, paid advertising (regional, national, and international), YouTube Expert Lectures, social media, etc.
- Increase outward-facing dissemination of our professional service activities
- Increase outward-facing dissemination of our exceptional teacher.

Desired Outcome 1

SJSU achieves a Carnegie classification consistent with a “National University” rather than a “Regional University”

Desired Outcome 2

SJSU will be the first choice for at least 70% of undergraduate students enrolled at SJSU (nationally 57% of students attend their first-choice university based on HERI data)

- Under development

Potential Action Items

- Increase diversity of faculty
- Capitalize on and expand our role as a pipeline of undergraduates from diverse backgrounds into RSCA careers
- Enhance campus supports for underrepresented populations (reference campus climate reports)
- Support and expand focused programs providing pathways to student RSCA (McNair, RISE, MARC, etc.)

Desired Outcome 3

SJSU is a leader in engagement of people from underrepresented populations in RSCA

Academic Excellence and Leadership

Desired Outcome 4
SJSU engages (more) students at all levels in RSCA

Potential Action Items

- Reinforce the value of student engagement in RSCA both for student success and for the benefit of the RSCA
- Provide incentives to faculty for engaging students in RSCA
 - internal grants and matching funds for supported students
 - teaching credit for RSCA mentoring
 - Compile and disseminate best practices for student engagement in RSCA
- Develop ways to promote RSCA among students, measure demand, and connect students and faculty

Desired Outcome 5
SJSU has cross-disciplinary institutes capitalizing on our signature strengths

Potential Action Items

- Identify areas in which institutes can be sustainable: funding, staff, faculty engagement, and space.
- Consider a center for the scholarship of teaching and learning
- Encourage and foster ties with leading industry partners that are active in research/applied research.

Desired Outcome 6
SJSU students, faculty, and staff will be distinguished by the ethic of exemplary service to the university and the community

Potential Action Items

- SJSU achieves Carnegie classification Community Engagement
- Support and strengthen our capacity for high impact service learning programs (such as CommUniverCity, Center for Community Learning and Leadership, etc.)
- Enhance opportunities, recognition, and rewards for service.

Connect, Engage, Contribute

Be an engaged and dynamic urban university with strong connections across the university and with the region.

- Build opportunities for innovation and collaboration that harness the power and talent of the university to address regional, national, and global needs.

Promote meaningful connections between faculty, staff, students, alumni, and community members.

Desired Outcome 1

Strengthen, expand and sustain connection with alumni

Potential Action Items

- Increase the number of alumni participating in mentoring program

Desired Outcome 2

Strengthen, develop, and sustain community partnerships

Potential Action Items

- Public-public (similar to MLK library)
- Public-private (reduce blight and expand campus footprint, housing, classrooms, etc.)

Desired Outcome 3

Facilitate meaningful connections between as well as among faculty, staff, and students

Potential Action Items

- Improve student to advisor ratio
- Increase high-quality contact with advisors
- Increase the number of faculty/staff/alumni participating in mentoring program (maybe offer the option to have "coffee with a faculty/staff/alumni"

Desired Outcome 4

Foster innovation to address regional, national, and global needs

Potential Action Items

- Increase revenues from IP to \$2.5M
- Increase number of SJSU-affiliated start-up ventures to 50

Desired Outcome 5

Strengthen communication within campus community

Potential Action Items

- Develop a communication plan that utilizes social media
- Expand/increase communication efforts that promote and publicize the positive work done by students, staff, and faculty.
- Expand the effective and efficient student support practices and procedures from admissions to graduation
- Increase the utilization of technology resources to streamline ALL administrative processes

Thriving Quality of Life

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

- Ensure that faculty, staff and students are able to live and thrive in the region.
- Embrace our social justice legacy to create an environment where all students, faculty and staff flourish.

Desired Outcome 1

A campus community that lives comfortably, has a sense of well-being and leads intentional and purposeful lives

Potential Action Items

- Provision of child care
- Improve and expand transportation and parking facilities
- Identification and accessibility to affordable housing
- Food safety
- Physical Safety
- Emotional Safety
- Increased Social Capital on campus (both horizontal and vertical linkages)
- Increased sense of belonging and connection to SJSU
- Reduce undue job related stressors and promote work/life balance
- Financial Planning- long term
- Health Care Prevention & Planning- long term

Desired Outcome 2

A campus that values and promotes lifelong learning

Potential Action Items

- Develop Trainings for Faculty and Staff around campus services and programs so that they feel equipped to support students
- Provide incentives for continuous learning
- Provide viable learning opportunities for all groups
- Improve communication outlets regarding support resources and develop better outlets to announce opportunities
- Improve campus knowledge base (of programs and resources)
- Continue building on the Lecture Series with more intellectual presenters, as well as cross college communication of events and provide incentives for participating

Desired Outcome 3

A campus that values career growth

Potential Action Items

- Create programs that focuses on directed professional development
- Create professional development series on how to be strong supervisors, and process of moving up “in the ranks”
- Develop programs that sponsor Mentoring and Professional Development Opportunities
- Improve participation in on campus meetings, and trainings that directly support professional development by creating an environment that allows them to feel comfortable requesting release from duties

Thriving Quality of Life

Desired Outcome 4

A campus that values contributions to their community (on and off campus)

Potential Action Items

- Create opportunities and incentivize involvement in community based partnerships
- Increase recognition and credibility of SJSU programs in the community

Desired Outcome 5

A campus that has and encourages fun

Potential Action Items

- Incentivize participation in campus wide celebrations
- Encourage and provide opportunities for mingling of all members

Desired Outcome 6

A campus that creates meaningful opportunities to participate

Potential Action Items

- Value individual or collective voices (student, staff, faculty etc.)
- Improve opportunities and provide incentives for participation in existing processes (e.g. senate and policy committees)
- Support an environment that is conducive to ideas of democracy and shared governance
- Create an environment where all individuals feel safe to participate (e.g. TT vs. temporary faculty).
- Create opportunities for alumni associations to contribute to conversations

Desired Outcome 7

A campus that values inclusivity and diversity

Potential Action Items

- Advance diversity and inclusion at all institutional levels (divisions, colleges, and units).
- Develop a Diversity and Inclusive Excellence Action Plan that addresses needs, actions, and benchmarks for specific units and levels of the university.
- Provide leadership to develop a campus climate and culture for high engagement and dialogue across campus communities and units on diversity, equity, social justice, and inclusion issues.
- Assess, identify, and implement promising practices for recruiting, and retaining students, staff, faculty, and administrators who are underrepresented in their fields of study and professional employment.
- Lead and become part of the conversation on diversity, inclusion, and equity in the Silicon Valley (Doing, telling our story, branding).
- Develop resources and partnerships to provide ongoing professional development and career development for all groups that emphasizes inclusion skills in teaching, learning, leadership, and academic excellence for students, staff, faculty, and administrators.

Campus Development and Sustainability

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

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

Desired Outcome 1

Outdated campus facilities replaced or upgraded in order to provide 22nd Century teaching, learning, and research opportunities.

Potential Action Items

- Most decrepit building identified, and design for replacement building in place.
- Designs in place for existing spaces to be creatively updated to enhance teaching, learning, and research.
- Decrepit building [like HGH or FOB or DMH] identified and replaced with a new classroom building that meets the highest standards for environmental sustainability and enables the latest pedagogical tools and standards is constructed. Building could be modeled on Oberlin University's Living Machine Building, and which incorporates elements of CSU's Campus as a Living Lab initiative. Building should be Net-Zero and certified LEED Platinum.
- "Green Fund" established to not only build a new green building, but also enables regular maintenance and ongoing upgrades in both new and old buildings.
- Existing spaces creatively updated to enhance teaching, learning, and research. New spaces designed to meet LEED standards.

Desired Outcome 2

New frictionless access Information Technology (IT) structures in place to create the safest and most convenient campus in the United States.

Potential Action Items

- Robust next generation high-speed wireless access points established for mobile devices.
- Keyless entry readers installed in all buildings.
- 100% paperless/ digital campus in all business practices.
- Tower Card Tower Card becomes one multi-function card for campus data and security needs: ID verification, building access, library borrowing privileges, and financial transactions.

Desired Outcome 3

Campus regarded as a site that exemplifies environmental sustainability.

Potential Action Items

- CSU Sustainability Policy goals exceeded.
- Greenhouse gas emissions reduced by 40% by 2030, and 80% by 2040.
- Net-Zero Energy classification and Zero-Waste status achieved.

Campus Development and Sustainability

Desired Outcome 4

SJSU Capital Campaign increases the university endowment and establishes new expendable funds.

Potential Action Items

- Campaign fundraising goal set and achieved:
 - New scholarships created in each academic college.
 - Internal SJSU Venture Capital fund established.
 - 10 new business incubators, business accelerators, and/or maker spaces created.
 - Campus vehicles wrapped in advertisements
- Signature initiatives identified and institutionalized:
 - Endowments created for two social justice initiatives: the Institute for the Study of Sport, Society, and Social Change; and the Human Rights Institute.
- Partnerships established with Google and other tech firms to create “quality of life community investment” [similar to carbon offset fees].

Desired Outcome 5

New processes created to increase alumni engagement in order to further financial growth.

Potential Action Items

- Number of alumni who contribute annually increased by 50%.
- Alumni attendance at alumni-related events increased by 50%.
- Alumni Relations establishes a Young Alumni and Student Board of Directors who conduct one fundraising campaign per year for recent graduates and current students.