inspire JourNEY

Summary Strategic Planning Steering Committee Workshop

November 8, 2017

inspire JourNEY

San José State University

Strategic Planning Steering Committee Workshop

Wednesday, November 8, 2017, 12:00 Noon – 3:00pm

Clark 412

Workshop Goal

To review the result of the forums and conversations and quantitative research and identify:

- Words and phrases describing SJSU's ideal future: Vision
- Prioritize the Vision Elements and identify those that are considered most important: Strategic Position
- In broad terms, what we must do to move the University forward and fulfill our Vision and Strategic Position: Goals

Agenda

I.   Pick up pre-ordered lunches and introductory remarks (12:00 – 12:10PM)
II.   Review where we are in the context of the project time line (12:10 – 12:20PM)
III. Present results of conversations and potential vision elements (12:20 – 12:35PM)
   a. Identify highest priority vision elements: (12:35 – 12:50PM)
   b. Presentation of possible goals (12:50 – 1:05PM)
   c. Data/Analytics (1:05 – 1:20PM)
IV.   Break (1:20 – 1:30PM)

V.   Discussion of possible goals (1:30 – 2:45PM)
   a. Do these goals make sense relative to results of the conversations, potential vision elements & data?
   b. Are they expressed and bundled correctly? Possible different combinations?
   c. Are any goals missing?
   d. Should any be dropped?

VI.   Wrap-up and Next Steps (2:45 – 3:00PM)
   a. Develop a summary of this workshop
   b. February All-Campus Forum
   c. Remaining Research
   d. Task Forces

Strategic Plan Timeline

Launching Event:
All-campus Forums and
Leadership Campus Conversation

Sept 2017

Revisit Core Values, Vision,
Mission, Elements; Formulate
Strategic Position and Goals

Nov/Dec 2017

Develop Desired Outcomes/
Formulate Strategies

Feb–May 2018

Develop and Review
Implementation Plan

Announce & Celebrate!

Fall 2018

2017

2018

Summer/Sept 2017

Preparation

Sep/Oct 2017

Campus and Community
Conversations: Gather
Information and Analytics

Jan/Feb 2018

Campus Conversation:
Present Areas of Focus

April/May 2018

Campus and Community
Conversations: Present Draft Plan

inspire
JourNEY

SJSU | STRATEGIC PLANNING

Report on attendance: SJSU Inspiring OUR Journey Strategic Planning Conversations

Campus Conversations (completed fall 2017)

135 Tenured/Tenure-Track faculty

35 Lecturers

153 MPP

170 Staff

400+ Students

Community Conversations (on-going)

College of Education Alumni Advisory Board

CommUniverCity Steering Committee

Elected Officials

College of Engineering Advisory Committee

College of Business Global Leadership Council

SJSU Tower Foundation

Emeritus and Retired Faculty Association

Questions asked in Community Conversations

Leadership Forum (Faculty, Staff, MPP, Open-Forums, in person and online)

1. Looking to the year 2030, as if peering into a crystal ball, what 3-5 key words or phrases best characterize the ideal future of San Jose State? "San Jose State is...."
2. You are talking to a group of HS students considering where to go to college. (a)What would you say about why they should come to SJSU? (b) What do you wish you could say but cannot?
3. You are talking with the top candidate for a faculty or staff position. (a) What would you say to entice him or her to come to SJSU? (b) What do you wish you could say the University could offer but cannot?
4. What practices, traditions or places create pride, are uniformly held dear and tie us together as a university community?
5. What 3-5 forces or issues will most affect the future of SJSU?
6. You have the opportunity to talk with a donor considering a very large unrestricted gift to SJSU. What ideas (programs, research, projects) would you pitch that build from areas of strength and promise that would be extraordinarily exciting to work on and better serve students and community?

Students

1. You are talking to a group of HS students considering where to go to college. What would you say about why they should come to SJSU?
2. Considering all aspects of your experience at SJSU – in and outside the classroom -- has it been easier or harder than you thought it would be? (a) In what ways has it been easier (b) In what ways has it been harder?
3. Have you or students you know ever thought about leaving the University? If so, why?
4. Let's pretend you were made president of the university for a month. What are the top 3-5 changes you would make?

External Community

1. What are the major challenges and opportunities facing San Jose and the surrounding community? How could San Jose State help address these challenges and opportunities?
2. Looking further ahead, what changes do you see on the horizon that will impact skills you will be seeking and the academic preparation colleges and universities need to provide?
3. Looking across all recent four-year college and university graduates (not only San Jose State) what skills are you finding most lacking?
4. What partnerships could be created between San Jose State and the community that would benefit both?
5. What could San Jose State do to increase attendance from the community at athletic events, plays, and concerts and other university activities?

Vision Elements Arising from Conversations

Leader

World class

Trendsetter

State of the art

Top CSU

Cal Poly of the Bay Area

Leading public university in the west

Nationally ranked

Local & national sustainability leaders

Technology leaders

Football champions

Top alumni network

Leader in innovation

Graduating social justice-minded leaders

Social justice training

Student activism

Lifts the community

Land development in San José

Diverse & Inclusive

Global crossroads

Cradle of civil rights

Building a diverse workforce

Accessible

Empathetic

Participatory

Belonging

Recognizing students' skills, (e.g., multi-language speakers)

Open to change and new ideas

Cultural awareness

Equitable

- Needs-based scholarships

- Compensating lecturers for the work they do

- Advertise ALL sports

Recognized & Relevant

Known for excellence

Globally recognized

Jewel of the community

Pivotal to the community

University of choice

Destination school

Drives the region

Meeting needs

A launch pad

Greater clout

Documenting SJSU's history of activism

Keeper of the history of activism in the South Bay

Not taking credit for the fact of SJSU's diversity

Engaged & Connected

Great location

BART into San José

Involvement

Community partner

Industry partner

Heart of Silicon Valley

Meaningful advising

Mentoring opportunities

Smaller class sizes

Socializing/make friends

Alumni networks

Improve marketing of campus events

Tie to city departments

Engaged in city leadership

Facilitate community conversations

Repurpose old city bldgs & blight

Plays/concerts out in the community

Mobile & Agile

Socio-economic mobility

Opportunities

Transformation

Staff career advancement

Transferring

Transitioning

Getting classes

Adjusting

Approaching professors

Independence

Adaptable skills

Nimble

Intellectual risk-taking

Multi-lingual

Flexibility w/ class schedule

Flexible work hours

Transportation solutions (parking)

Walkable/bicycle accessible campus

Tele-commuting

Collaborative & Integrated

Interdisciplinarity, e.g. Centers and Institutes

Support for humanities and social sciences

Teaching partnerships

Opportunities for student-faculty research

Cross-hierarchical collaboration

Lower teaching loads

Holistic approach to student services

Integrated student/campus services

Holistic approach to campus processes

Integrated systems training

Connect North & South campus

Fuzzie techie building

Urban agriculture

Stable leadership

Service learning opportunities

Summer internships

Community access to classes

The fabric of San José

Companies giving back to SJSU

Thriving Quality of Life

Affordable housing

Faculty & staff housing

Transitional housing for employees

Student housing co-ops

Health & wellness

Staying healthy

Enhanced first-year experiences & support

Safety

Has excellent benefits

Offer employee gym memberships

Expand campus childcare & parental leave

Dual career positions

Faculty self-fulfillment

Staff sabbaticals

Lower work loads

Draft Goals

These goals were drafted based on the vision elements. Each goal may touch upon several of the vision elements.

In two groups, the Strategic Planning Steering Committee discussed each goal and whether it could be integrated with another, enhanced, or eliminated.

Suggested changes to the draft goals are discussed below. There was at least one suggestion that, overall, the goals could be loftier and more inspiring to the campus and potential donors.

Original Draft Goals

Goal 1: Create an environment where students achieve their educational goals, graduate, and go on to make a regional, national, and global impact.

Goal 2: Apply the power and talent of the university to address regional needs.

Goal 3: Build upon our student diversity in meaningful ways.

Goal 4: Enhance quality of life for faculty and staff.

Goal 5: Expand and enhance campus facilities & infrastructure.

Goal 6: Build opportunities for collaborative teaching and research.

Goal 7: Increase and diversify revenues.

Goal 8: Improve institutional effectiveness.

Goal 1 Create an environment where students achieve their educational goals, graduate, and go on to make a regional, national, and global impact.

Comments

- It is axiomatic that institutions of higher education have the goal to provide a high quality education to the most number of people in a timely manner. Therefore, the contribution of this goal beyond the mission of the university is unclear.
- The goal (and most of the goals) focus primarily on student success. However, tied to the Quality of Life element and goal, students, faculty and staff should be able to achieve their goals and have local, national, and regional impact.
- This goal could be moved to the preamble, or be part of a vision statement/mission statement.
- We would like to provide people with the opportunity to graduate in 4 years. There are those on campus reminding us that not everyone is ready or would like to graduate in 4 years, but the goal is to make is possible for everyone to do so.

Goal 2 Apply the power and talent of the university to address regional needs.

Comments

- It may be more powerful to invoke the City of San Jose, Silicon Valley, and/or Santa Clara County, rather than using the word "regional." This would tie more closely to our location and identity as an urban campus in downtown San Jose. "Regional" does not set us apart from Stanford, Berkeley, etc.
- The current wording doesn't convey equal partnership or the power of partnership. As the city grows and changes, SJSU should be their partner in development, in providing the workforce, and in the development of San Jose into a world class city.
- Goal 2 and Goal 6 could be combined: "Apply power and talent of the university (faculty) to build opportunities for collaboration in teaching and research."

Goal 3 Build upon our student diversity in meaningful ways.

Comments

- The word "build" was ambiguous. "Leverage" seemed to be what they were getting at, but doesn't set the right tone. Combining Goal 2 with Goal 3, we could have statement along the lines of "Honor, promote, and share the diversity of experiences, talents, and expertise of San Jose State to help our partners improve the quality of life for our students, faculty, staff, alumni, and community members.
- Also wanted to add the word "intentional" – we want to be intentional in our honoring and leveraging of the value that our diversity adds to the education that students receive (but need to be cautious about implying that diverse students are a resource rather than students).

Goal 4 Enhance quality of life for faculty and staff.

Comments

- Students and the community could be added to this. If SJSU is a true partner and contributor to the city, then our presence and our actions should enhance the quality of life in San Jose.
- Affordable housing is part of this, and cannot be ignored, though this goal may seem rather "light".
- Goal 8 "Improve Institutional Effectiveness" could be part of this goal – an institution with smooth, efficient, and concise processes improves the ability of staff and faculty to do their jobs and for all to accomplish their goals.

Goal 5 Expand and enhance campus facilities and infrastructure

Comments

- Information technology, although folded into infrastructure, should be mentioned as a distinct entity.

Goal 6 Build opportunities for collaborative teaching and research.

Comments

- Wanted to emphasize that the collaboration may be between two or more faculty members or between faculty and staff.
- There was a concern that teaching and research are not the only areas of faculty life – mentoring and working with students outside the classroom and supporting them (which is also collaboration and connection) is also important.

Goal 7 Increase and diversity revenues.

Comments

- Yes, we want more money. Is this a means to achieving the other goals or a separate goal?
- Goal 5 and 7 could be combined: "Expand and enhance resources (campus facilities and infrastructure) and increase and diversify revenue."

Goal 8 Improve Institutional effectiveness.

Comments

- Is this a means to achieving the other goals or a separate goal?

Other comments

These goals did not reflect the "leader" or "recognition" vision elements. Something about the SJSU identity, and Spartan pride is missing.

The goals should be inclusive to focus on the university -- it is comprised of students, faculty and staff. We should keep that in mind when we strive for inclusiveness that those are the populations on our campus.

The word agile was connected to the previous Vision 2017 goal agility through technology and may be perceived negatively by some stakeholders.

Data Presented to Inform Goal Setting

inspire JourNEY

Highlights from the National Survey of Student Engagement (2017)

Areas that stand out in comparison to other CSUs

Higher Than Average

- Community-based projects and service learning
- Quantitative reasoning
- Non-academic supports
- Time spent preparing for class (seniors only)
- Encouraging diverse contacts among students
- Work on campus and participation in co-curricular activities (frosh only)

Lower Than Average

- Overall experience
- Interactions with advisors, support staff
- Interactions with faculty
- Lower division GE sequence
- Effective teaching practices
- Academic challenge
- Spending more time working for pay (frosh)

Full NSSE results are rolling out over this academic year

SJSU STRATEGIC PLANNING

---

inspire JourNEY

Measures of student success: Persistence and graduation

Factors that impact frosh persistence and graduation

High Effect	Medium Effect	Low/No Effect	Needs Research
• First semester grades	• Major at entry	• Changes of major	• On-campus housing
• Math remedial need	• Pell recipient	• Lower division GE sequence	• Advising
• High school GPA	• Ethnicity/URM status		• High-impact practices
• Out-of-state (domestic)	• Gender		
• Area A2 and B4 GE progress first year	• Parental education		
	• Delay after high school		

SJSU STRATEGIC PLANNING

How SJSU stacks up with comparison institutions, cont.

Percentage Nonwhite Undergraduates

Institution	Percentage
CSU East Bay	76%
SJSU	76%
San Francisco State	72%
Sacramento State	64%
CSU Monterey Bay	63%
San Diego State	61%
Cal Poly San Luis Obispo	38%
CSU Peer Average	62%
UC Davis	66%
UC Santa Cruz	64%
UC Peer Average	65%
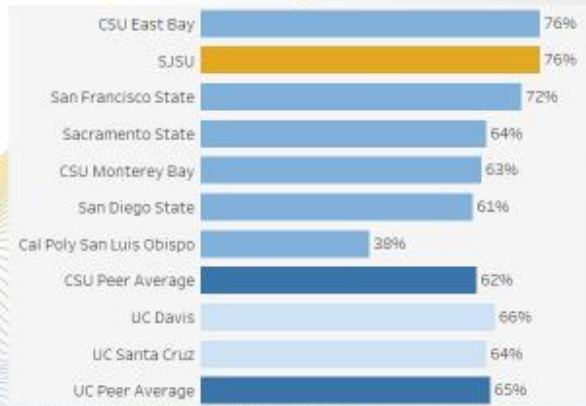
- SJSU is one of the more diverse campuses
- Larger Asian than Hispanic population

SJSU STRATEGIC PLANNING

How SJSU stacks up with comparison institutions, cont.

Number of SAT Scores Sent to Institution

Institution	Number
San Diego State	23,785
Cal Poly San Luis Obispo	17,756
San Francisco State	16,105
SJSU	13,702
Sacramento State	11,752
CSU Monterey Bay	7,894
CSU East Bay	7,134
CSU Peer Average	14,071
UC Davis	23,543
UC Santa Cruz	16,499
UC Peer Average	20,021
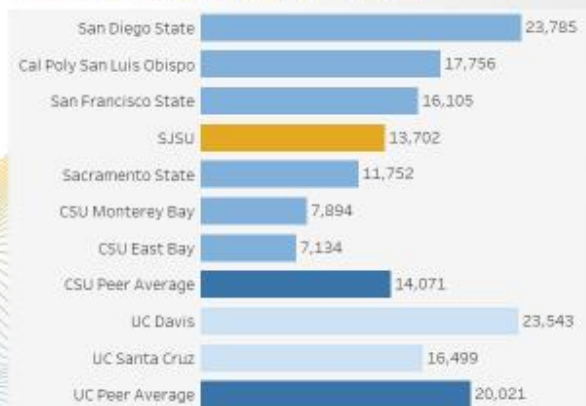
- SJSU appears not to be at the top of mind when SAT takers submit their scores to prospective colleges
- While total application volume to SJSU has been strong, this points to room for growth in awareness

SJSU STRATEGIC PLANNING

Slide 1

inspire JourNEY

How SJSU stacks up with comparison institutions, cont.

Typical Frosh SAT Composite Score Range

Institution	Score Range
Cal Poly San Luis Obispo	1150-1360
San Diego State	1000-1220
SJSU	920-1150
San Francisco State	860-1090
CSU Monterey Bay	840-1060
Sacramento State	830-1050
CSU East Bay	770-990
CSU Peer Average	908-1128
UC Davis	1050-1330
UC Santa Cruz	1060-1290
UC Peer Average	1055-1310
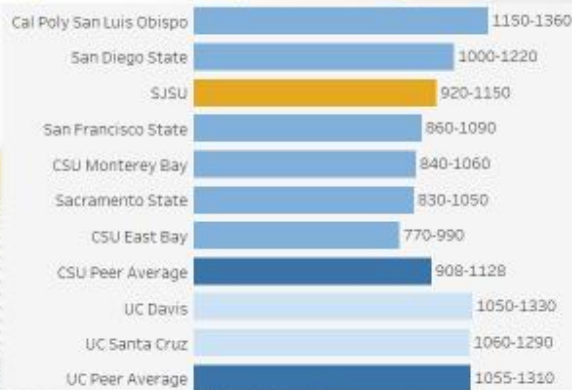
- SJSU students enter with moderately higher admission test scores than at some peers

- Range shows 25th to 75th percentile of entering frosh

- Combines math and verbal scores

SJSU STRATEGIC PLANNING

Slide 2

inspire JourNEY

How SJSU stacks up with comparison institutions

Undergraduate Tuition and Fees

Institution	Tuition and Fees
Cal Poly San Luis Obispo	$9,075
San Diego State	$7,460
SJSU	$7,418
Sacramento State	$6,900
CSU East Bay	$6,564
San Francisco State	$6,484
CSU Monterey Bay	$6,379
CSU Peer Average	$7,144
UC Davis	$14,382
UC Santa Cruz	$14,028
UC Peer Average	$14,205
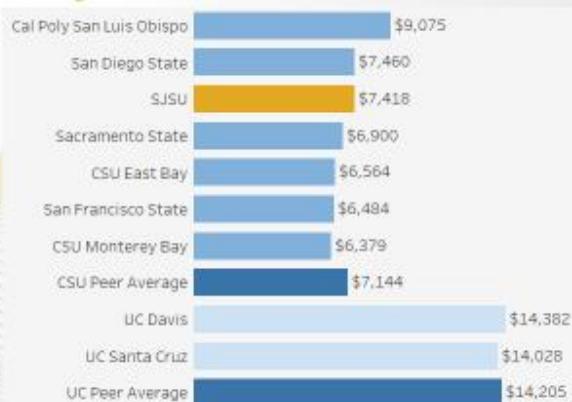
- SJSU is currently at the higher end within the CSU, and more so once housing costs are considered

SJSU STRATEGIC PLANNING

Slide 1

inspire
Jour NEY

How SJSU stacks up with comparison institutions, cont.

WSJ/THE US College Ranking—Lower Is Better (1 = Best)

Institution	Score
Cal Poly San Luis Obispo	228
San Diego State	377
SJSU	550
CSU Monterey Bay	550
Sacramento State	700
CSU East Bay	700
San Francisco State	700
CSU Peer Summary	543
UC Davis	46
UC Santa Cruz	286
UC Peer Summary	166

Scores given in ranges are set to the midpoint (e.g. 500-600 is shown as 550)
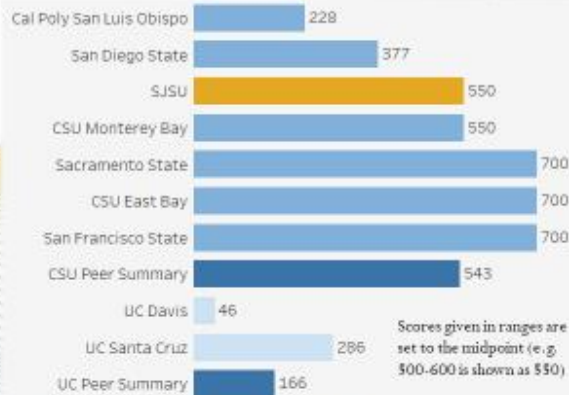
- SJSU is ranked higher than some of its peers, but below aspirational levels
- Composite measure of university resources, student engagement, student outcomes, reputation, and environment

SJSU STRATEGIC PLANNING

Slide 2

inspire
Jour NEY

How SJSU stacks up with comparison institutions, cont.

Total Research & Development Funding

Institution	Funding
San Diego State	$94M
SJSU	$26M
San Francisco State	$26M
Cal Poly San Luis Obispo	$16M
Sacramento State	$18M
CSU Monterey Bay	$5M
CSU Peer Average	$32M
UC Davis	$721M
UC Santa Cruz	$152M
UC Peer Average	$436M

- SJSU has a fairly high research grant level relative to most CSU peers
- No exact cutoff to become an R2 or R3 university, but combination of research activity and Ph.D.'s granted

SJSU STRATEGIC PLANNING

inspire JourNEY

How SJSU stacks up with comparison institutions, cont.

University Endowment Size

Institution	Endowment
San Diego State	$211M
Cal Poly San Luis Obispo	$199M
SJSU	$120M
San Francisco State	$48M
Sacramento State	$34M
CSU Monterey Bay	$19M
CSU East Bay	$11M
CSU Peer Average	$87M
UC Davis	$380M
UC Santa Cruz	$88M
UC Peer Average	$234M

- SJSU has a growing endowment and it's larger than at several of its peers

SJSU STRATEGIC PLANNING

---

inspire JourNEY

How SJSU stacks up with comparison institutions, cont.

Six-Year Graduation Rates (2016)

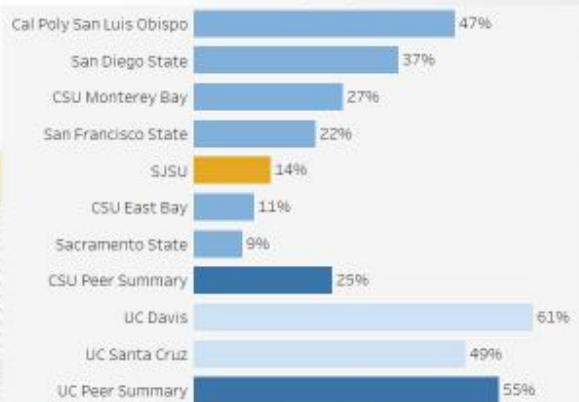| Institution	Rate
Cal Poly San Luis Obispo	80%
San Diego State	73%
SJSU	62%
CSU Monterey Bay	55%
San Francisco State	53%
Sacramento State	49%
CSU East Bay	48%
CSU Peer Average	60%
UC Davis	85%
UC Santa Cruz	77%
UC Peer Average	81%
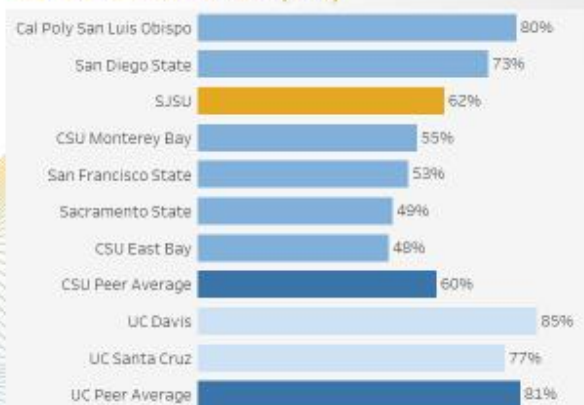
- SJSU has been close to the median for CSU campuses, and has been higher than several of its competitive peers

SJSU STRATEGIC PLANNING

inspire JourNEY

How SJSU stacks up with comparison institutions, cont.

Four-Year Graduation Rates (2016)

Institution	Rate
Cal Poly San Luis Obispo	47%
San Diego State	37%
CSU Monterey Bay	27%
San Francisco State	22%
SJSU	14%
CSU East Bay	11%
Sacramento State	9%
CSU Peer Summary	25%
UC Davis	61%
UC Santa Cruz	49%
UC Peer Summary	55%

- SJSU trails most of its peers on 4-year graduation rates
- The picture improves at the 6-year rate
- Past high-unit degrees contributed

SJSU | STRATEGIC PLANNING