

**SAN JOSE STATE UNIVERSITY
ONE WASHINGTON SQUARE
SAN JOSE, CA 95192**

S16-3, University Policy, SJSU Strategic Planning Policy

Rescinds: S09-6 and SM-S12-2

Legislative History:

At its meeting of March 7, 2016, the Academic Senate approved the following policy recommendation presented by Senator Shifflett for the Organization and Government Committee. Rescinds S09-6 (our current strategic planning policy) and SM-S12-2 which expanded the membership of the Strategic Planning Board.

On September 11, 2019, President Mary A. Papazian signed and approved University Policy S19-2. S19-2 is Amendment A to University Policy S16-3 and updates the charge of the Strategic Planning Steering Committee. Amendment A is incorporated into the policy as follows.

Action by University President:

**Approved and signed by
Interim President
Susan W. Martin on
March 12, 2016**

**University Policy
SJSU Strategic Planning Policy**

Whereas: Strategic planning is a collaborative process that enables us to create a shared university vision, and

Whereas: The recently endorsed statement (May 2015) on shared governance points out that 'Whether formulating policy, issuing directives, or making decisions of less formal character, both the Senate and the Administration should consult widely with those affected by decisions', and

Whereas: An update to existing policy on strategic planning at this time is needed to bring closure to the Vision 2017 strategic planning process and initiate the next cycle of strategic planning, therefore be it

Resolved: That S09-6 and SM-S12-2 be replaced by this policy, and be it further

Resolved: That the attached policy be adopted and a strategic planning steering committee be constituted by Fall 2016.

Rationale: Utilizing information from those involved in the last strategic planning cycle as well as those new to campus, this is an ideal time to revise the strategic planning policy in ways that bring closure to vision 2017, nurture collaboration across and within divisions, and act on the recommendations from the WASC visiting team with respect to engaging the campus community around strategic planning.

A range of perspectives exist regarding past challenges related to SJSU's strategic planning policy and its implementation (e.g., change in leadership, unwieldy committee size, lack of clarity regarding the process and/or committee responsibilities). This policy recommendation seeks to provide a structure and guidelines that clarify roles and responsibilities, improves communication and campus engagement throughout the life cycle of strategic planning, and results in a process that is transparent, inclusive and leads to the outcomes identified in the strategic plan.

Approved: 2/15/16

Vote: 7-0-0

Present: Grosvenor, Mathur, Laker, Curry, Shifflett, Beyersdorf, Becker

Absent: Romero, Gleixner

Financial Impact: Costs associated with the facilitation of meetings and materials related to a variety of communication strategies are expected.

Workload Impact: An increase is expected for the strategic planning support staff person and individuals and groups tasked with (a) the planning and implementation of meetings and events, (b) leadership responsibilities in the planning and implementation of initiatives associated with the strategic plan, and (c) evaluation and reporting responsibilities related to the strategic planning process and its outcomes.

Strategic Planning

1. Strategic Planning Steering Committee

The Strategic Planning Steering Committee (SPSC) will be a special agency of the Academic Senate. The SPSC will be advisory to the President and serve as a resource to solicit the views of the SJSU community as they pertain to the university's strategic direction. This steering committee is also intended as a resource to the campus community to facilitate the healthy development, implementation and evaluation of the strategic plan throughout its life cycle. The strategic planning steering committee plays an important role in nurturing shared governance in ways that provide for an inclusive process that leads to the achievement of common goals.

1.1 Charge

The Strategic Planning Steering Committee (SPSC) is responsible for advising the President on all aspects of the development, implementation, evaluation, and revision of a strategic plan for SJSU. The committee is responsible for the ongoing review of the planning process and for communication and engagement with campus constituents to sustain the plan's legitimacy and efficacy. As a representative group, SPSC members are expected to convey information out to all constituent groups they have connections with and serve as a conduit for information into the SPSC throughout a strategic planning cycle.

1.2 Membership

Academic Senate Chair (SPSC co-chair) (EXO)
Provost (SPSC co-chair) (EXO)
2 representatives from the President's cabinet (EXO)
AS President or designee (EXO)
1 Graduate Student
1 Dean
1 Department Chair
2 Faculty-at-large
2 Staff
1 SJSU Alumni
1 Community Member

Support Staff (not SPSC members):

- President's Chief of Staff: to provide logistical and administrative support for the SPSC.
- Director Institutional Effectiveness and Analytics: to provide support to the committee as needed with respect to data gathering and/or reporting.

1.2.1 Recruitment and Appointment of Members

Each non-ex officio member will initially serve a 3-year term renewable for one additional 3-year term. Recruitment of applicants to serve on the SPSC will be done through the normal Committee on Committees process for the seats designated for a dean, chair, faculty member, staff member and students. Recommendations for an alum member will be solicited from at least the Chairs, Deans, SJSU faculty and staff associations, and President's Cabinet. Recommendations for a community member will be solicited from at least the chairs, Deans, SJSU faculty and staff associations, and President's Cabinet. When filling initial appointments, the Associate Vice Chair of the Senate will stagger the terms to ensure continuity over time for a majority of the committee. When there are multiple applications for a seat, the Executive Committee of the Academic Senate will select individuals to serve. In considering potential SPSC members, attention should focus on the person's breadth of involvement with campus and community groups in addition to their skills and experience in these areas: strategic planning, assessment, communication, and engagement of individuals and groups. Serious consideration should also be given to constituting a Strategic Planning Steering Committee that represents and reflects our values regarding diversity and inclusivity.

1.2.2 Interim Appointments.

When a seat will be vacant for no more than 1 semester (e.g., sabbatical or leave of absence) an interim appointment can be made following normal Committee on Committee processes. Any seat that will be vacant for a year or more will require a replacement for the remainder of the term associated with that seat.

1.2.3 Replacing Members

If a member is absent from three regularly scheduled committee meetings in an academic year, the chairs of the SPSC may request that the Associate Vice Chair of the Senate initiate action to recruit a replacement. If a member repeatedly does not perform assigned committee duties, the chairs of the SPSC may request that the Associate Vice Chair of the Senate initiate action to recruit a replacement.

1.3 Responsibilities of the Strategic Planning Steering Committee

The co-chairs of the strategic planning steering committee will schedule and preside at meetings, prepare agendas, propose and maintain time-lines for its activities, assign responsibilities to members as needed, and take responsibility for the effective operation of the SPSC.

1.3.1 Plan, initiate and take part in conversations about strategic planning goals and priorities for the University with the campus, groups and individuals having a leadership

role on campus (e.g., Academic Senate, Deans, Chairs, President, President's Cabinet, Students), and external communities. Representatives are tasked with facilitating an inclusive dialogue among the entire SJSU community. While this clearly involves listening to groups and individuals actively engaged in leadership roles on campus, the strategic planning steering committee should especially seek input from those who are not often consulted or involved in such processes. The task of engaging diverse voices in an ongoing manner is critical for establishing and implementing effective planning and evaluation processes.

1.3.2 Consider university resources in preparation of a draft strategic plan including, but not limited to: budget, space, human capital, technology, and other university assets.

1.3.3 Circulate a draft of the overall strategic plan and priorities to obtain input from the campus.

1.3.4 Prepare, for the President's consideration, a draft strategic plan for SJSU which includes recommendations for a limited set of goals, strategies for achieving those goals, and performance measures to assess outcomes related to each goal. The strategic plan should be long-range with the length set to best meet the needs of the campus.

1.3.4.1 The president is responsible for finalizing the campus strategic plan.

1.3.5 Following consultation with the Budget Advisory Committee, advise the President regarding the alignment of campus resources with the strategic plan.

1.3.6 Provide suggestions with respect to communication plans related to strategic planning.

1.3.6.1 Individual SPSC members will communicate and promote the approved strategic plan and implementation strategies among the groups they represent.

1.3.7 Annually, collect a report detailing activities and accomplishments from the individuals assigned to lead initiatives related to each of the strategic planning goals.

1.3.8 Annually document and evaluate actions and outcomes of the strategic plan. Data from multiple sources and perspectives should be examined whenever possible. Evaluations should be made with respect to progress and effectiveness of implementation in the context of appropriate performance measures, timelines, and allocated resources. Included should be an evaluation of the strategic planning process overall and suggestions for any modifications that might be called for.

1.3.9 As identified in the strategic planning process (section 2) prepare reports as needed. In addition, the Academic Senate chair annually completes the summary report required of all special agencies and communicates that report to the Senate.

2. Strategic Planning Process

2.1 Review the University Mission with the President

The SPSC will meet with the president to discuss strategic planning in the context of SJSU's mission and obtain information and guidance on his/her priorities and vision for the campus.

2.2 Internal & External Analyses Conducted by the SPSC

The SPSC will examine SJSU's internal and external environment in a variety of ways to facilitate subsequent recommendations with respect to the strategic plan. The information evaluated should include, but not be limited to, recommendations from the most recent WASC review, campus-wide data, campus climate & diversity reports, National Survey of Student Engagement reports, and outcomes of the last strategic planning cycle.

2.3 Develop Goals and Draft Strategic Plan

The SPSC will plan and implement dialogues to guide the development of goals to be included in the strategic plan. Dialogs should be conducted in a thorough, collaborative, and inclusive manner. As the draft strategic plan is being developed discussions should be guided by examination of how proposed goals and wording supports inclusive excellence and engagement of the diversity represented in the campus and community constituents.

The SPSC will circulate widely a draft of the overall strategic plan to obtain further input from the campus.

The SPSC will seek the endorsement of the Academic Senate for their recommended draft strategic plan.

The SPSC will prepare and present to the President for his/her consideration a final draft strategic plan. The length of the strategic planning cycle should be set to best meet the needs of the campus. Recommendations should include a limited set of goals, strategies for addressing goals, and metrics to evaluate performance.

The President finalizes the strategic plan. A change in leadership at the President's level would not necessarily void the existing strategic plan.

2.4 Communicate the Strategic Plan to Campus

The President will take the lead on communicating the strategic plan and its progress. Communication will be reinforced by the President's Cabinet, the Academic Senate, the SPSC, and those serving as the lead for each goal in the strategic plan. The President's area of the SJSU web site should maintain an updated record of the plan, its progress, and a mechanism to collect feedback throughout the strategic planning cycle.

2.5 Implementation of Strategic Plan

The President assigns responsibility for the implementation of each goal. One individual will be designated as the lead for each goal. That person will organize implementation efforts (e.g., establish task forces or working groups) as needed.

Each person taking the lead for a goal will be responsible for planning and implementing strategies, monitoring progress, and collecting performance measures related to their goal. Each lead can form working groups and engage the help of other units and individuals as needed. Each spring, leads will prepare a report for the strategic planning steering committee regarding activities and accomplishments for the previous year.

2.6 Monitoring the Strategic Plan

The SPSC will regularly review the University's progress on established goals and the strategic planning process overall.

The SPSC will obtain information from the budget advisory committee so that advice can be conveyed to the President regarding the alignment of campus resources to the strategic plan.

Each year, the SPSC will prepare, in consultation with the president, a summary report that will be widely distributed. Recommendations could include specific actions designed to address problems that may have emerged with regard to implementation of the strategic plan.

In the final year of a strategic planning cycle, a summary report for the President from the SPSC will focus on the University's cumulative achievements as well as an evaluation of the process.

2.7 Communicate outcomes at the conclusion of the strategic planning cycle to campus.

In alignment with an overall communications strategy that keeps the SJSU community informed throughout the process and reflects input provided by the SPSC, the President's Cabinet, and the Academic Senate, outcomes of a completed strategic planning cycle will be conveyed to the campus by the President.