



**San José State**  
UNIVERSITY

*A campus of The California State University*

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**F04-3**

At its meeting of December 6, 2004, the Academic Senate passed the following Policy Recommendation presented by Senator Donoho for the Executive Committee.

**POLICY RECOMMENDATION**

## THE STRATEGIC PLANNING PROCESS AT SJSU

### 1.0 Overview to Strategic Planning

- 1.1 Strategic Planning, as used in this policy refers to an organized effort whereby an organization develops or utilizes an existing mission (describes why the organization exists, what it does), core values (what the institution believes in), vision (what it desires to become), strategy or goals (what it strives to do to reach its vision and meet its mission within its stated core values), implementation plan (action items), and performance measures (how the institution will assess and improve).
  - 1.1.1 Strategic planning helps all members of the organization to be able to make decisions that will help the organization achieve its mission and reach its vision and guides resource allocation.
    - 1.1.1.1 A strategic plan should be functional so that long-term, mid-term and short-term resource allocation decisions can be made to help the university achieve its mission and reach its vision.
  - 1.1.2 The strategic plan should be a living document and process that incorporates principles of continuous improvement and assessment.
    - 1.1.2.1 The planning and budget process should foster year-to-year stability, which allows for long-range planning, and also provide sufficient flexibility to allow for changing needs and conditions.
  - 1.1.3 Strategic planning must help the campus to understand its goals and priorities in broad and interrelated areas, such as those identified in UP S04-11 (The Planning & Budget Process at SJSU): academic planning, enrollment management, student services and institutional resource needs. The strategic planning process must also be guided by system-wide mandates, recommendations and goals that affect these areas.
  - 1.1.4 The planning process should take into consideration information identified through assessment (including WASC, HERI and SNAPS) and campus and system-generated data that illustrate trends and needs.
  - 1.1.5 Strategic planning must be informed and continually guided by a set of performance measures to enable the university to measure progress to attaining the goals and to identify areas where additional resources or work is needed.
  - 1.1.6 Strategic planning must involve communication to, from and among campus constituencies so that the process is broadly informed by and broadly known to the entire SJSU community.
    - 1.1.6.1 The planning process should be fair and open to all members of the university community through the broad dissemination of information via the web, printed form and campus forums.



### 3.0 Goals Advisory Council (GAC)

#### 3.1 Charge:

The GAC is responsible for setting long range priorities and future direction for SJSU. The GAC is to identify university-wide goals over a 5 to 7 year range, draft the SJSU vision statement and explore whether modifications are needed to our existing mission statement. The work of the GAC will be used by the University Planning Council to identify the strategic plan for the short term and to identify or review recommended strategies based on the goals established by the GAC.

#### 3.2 Membership:

1. Provost (chair)
2. Vice President for Student Affairs
3. Vice President for Administration & Finance
4. Vice President for Advancement
5. A dean selected annually by the deans
6. Academic Senate Chair
7. Academic Senate Vice Chair
8. A faculty-at-large member
9. The Assistant to the President for Institutional Planning (non-voting)

#### 3.3 Role of the Academic Senate in Approving and Promoting the GAC Goals

3.3.1 The GAC shall prepare a report annually updating the long range goals and priorities as necessary and summarizing its recommendations and their rationale. This goals report shall be presented to the Executive Committee for review, discussion and preparation of a resolution to come before the Academic Senate. If there are areas where the President and a majority of other Executive Committee members disagree, such areas should be identified and explained in the resolution. The Executive Committee resolution shall next go to the Senate for debate and vote.

3.3.2 The goals identified in the resolution passed by the Senate shall help to guide the work of the Senate and its committees and in their work with the University Planning Council and UPC Planning Advisory Panels.

### 4.0 University Planning Council (UPC)

#### 4.1 Charge:

The UPC will use the recommendations of the GAC to develop strategies for achieving the goals, as well as developing action plans and performance indicators. The UPC will create an annual action plan within key areas, such as: academic planning and academic excellence, enrollment management, student services and institutional resource needs. The UPC will rely on the Planning Advisory Panels created by it, in consultation with the Senate Executive Committee, which address key areas of university activities.

#### 4.2 Membership:

1. Provost (chair)
2. Vice President for Student Affairs

3. Vice President for Administration & Finance
4. Vice President for Advancement
5. Academic Senate Chair
6. Academic Senate Vice Chair
7. Associated Students President
8. Two academic deans selected annually by the academic deans (deans and AVPs)
9. One Department Chair selected annually by the University Council of