

The 2016-2019 Strategic Plan

Division of Student Affairs

San José State University

Office of the Vice President and VPSA Council

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Introduction

The primary purpose of this document is to clarify the strategic priorities, goals and plans for the Division of Student Affairs at San José State University from 2016 to 2019. This Strategic Plan has been written to ensure the division can easily align with the upcoming campus strategic planning process. The Strategic Plan consists of three primary sections. The first section includes the Mission and Values Statements that form the foundation of this plan. It also includes the key stakeholders and desired outcomes of Student Affairs' work.

The second section includes the four strategic priorities (college readiness and transition, student engagement, employee professional development and leveraging technology) and a list of the SMART goals, developed by the Student Affairs Leadership Team (SALT), that will represent the focus of the Division's activities over the next year. The SMART goals are listed twice. First, they are listed by strategic priority area and second, in chronological order based on completion date. The last section includes the comprehensive action plans that describe the specific steps, key participants and completion dates needed to achieve each goal.

DSA Mission Statement

In keeping with the academic mission of the institution, the Division of Student Affairs (DSA) exists to provide student-focused programs and services that support student success and enhance the student experience at San José State University. Our aim is to create critical student learning opportunities beyond the classrooms that support the intellectual, personal, and civic growth of our students.

DSA Values Statement

Our core values are what we stand for as employees and professionals in the field of Student Affairs at San José State University. These six values - *Learning, Student Success, Excellence, Integrity, Diversity, and Community* - are reflected in the many programs and services we offer our students and the campus community. Our values guide us as we carry out our mission and the vision of the institution:

Learning

We value education above all. The academic freedom of faculty and students is vital to our role of promoting life-long learning. We recognize learning takes place both in and out of the classroom and strongly support the educational mission of the institution and the integration of theory and practice, scholarship and application.

Student Success

Our highest priority is to ensure our students' success. We provide highly successful programs that complement in-class learning and enhance the college experience of our students. The success of our students is our success!

Excellence

We set high standards and support continuous improvement and innovations. We model quality service delivery and excellence in our co-curricular offerings.

Integrity

We expect honesty, fairness, and accountability in all our interactions. We promote academic integrity and ethical and personal responsibility. We attempt to be the same on the inside as we are on the outside, thereby exercising our highest professional standards.

Diversity

We value diversity and inclusion by treating others with trust, care, and mutual respect. We foster just communities that appreciate and embrace different perspectives; we promote a campus that is welcoming and inviting to ALL.

Community

We recognize that community begins with us as a campus family – how we care for and support one another. Community also extends beyond our campus to our surrounding neighborhoods. As such, we embrace and value collaborative relationships and service within and beyond our campus.

DSA Stakeholders

- Undergraduate Students
- Graduate Students
- Prospective Students
- International Students
- Identity-Based/Culturally-Based Groups of Students
- Students Who Are Parents
- Student Workers
- Family Members
- President's Cabinet (e.g., University Strategic Plan)
- Faculty
- Staff
- Alumni
- Employers
- Registrar/Admissions (Other CSUs)
- State of California
- Local Government
- Federal Government
- K-12 Schools
- Campus Departments
- Community Organizations
- Professional Associations
- Other University-Based Associations
- Community Colleges
- Chancellor's Office
- Compliance Agencies
- Embassies/Consulates
- Military
- Media
- Donors
- Unions
- Law Enforcement
- Society as a Whole

DSA Desired Outcomes

The most desired outcomes of our work include (with a weighted ranking of the most important outcomes to DSA as identified by the Student Affairs Leadership Team):

- Student retention and graduation (53)
- Identity development (e.g., age, body image, race/ethnicity, gender, sexual orientation, accessibility, SES, religion) (25)
- Holistic development and services (transforming, not just informing students) (21)
- Employment (15)
- Develop life skills (e.g., managing a budget, managing time, life skills) (14)
- Critical change agents for social justice (13)
- Opening economic/social doors (i.e., providing access) (9)
- Leadership skills development (5)
- Intellectual development (4)
- Independence, resilience and well-rounded students (3)
- Community development (2)
- Develop networking and communication skills (2)
- Safe educational and work environment (1)
- Moving students from independence to interdependence (i.e., appreciating others) (1)
- Learn about strengths and weaknesses
- Provide interdisciplinary opportunities
- Accessible education
- Expanded global perspective
- Become supportive alumni
- Navigating bureaucracy
- Become an example for younger siblings and family members
- Pursuing graduate education
- Advocates for self-health
- Developing educators and mentors
- Work/Life balance
- Create lifelong learners
- Fun

SMART Goals for the 4 Student Affairs Strategic Priorities

College Readiness & Transition

1. By **January 31, 2017**, the Division of Student Affairs and the Office of Undergraduate Admissions and Outreach will create a marketing plan to promote outreach initiatives and efforts, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.
2. By **December 31, 2018**, Undergraduate Admissions and Outreach will work with Transition and Retention Services to increase the number of high schools participating in the Admissions Possible program in support of the Spartan East Side Promise initiative, as demonstrated by all 13 high schools in the East Side Union High School District participating in Admissions Possible.

Student Engagement

3. By **December 23, 2016**, each department within the Division of Student Affairs will inventory all co-curricular programming (department, internal and external), as demonstrated by the presentation of a compiled and summarized Inventory report.
4. By **March 20, 2017**, each department within the Division of Student Affairs will develop a plan for co-curricular programming for 2017-18 based on the results of the Inventory, as demonstrated by written implementation plans, to be finalized in consultation with SALT, with the completed documents to be delivered to SALT and the VPSA Council.
5. By **May 31, 2017**, Student Affairs will implement a Spartan Speaker and small group discussion series led by faculty, staff and student facilitators focused on critical, intersectional societal issues affecting student success, as demonstrated by a total of 4-6 speakers during the 2016-17 academic year.

Employee Professional Development

6. By **February 1, 2017** the Division of Student Affairs will develop a plan to create a multilevel staff training and development curriculum that incorporates both on and off-campus learning opportunities, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.

Leveraging Technology

7. By **January 25, 2018**, the Division of Student Affairs will implement a Communication Plan for the Division of Student Affairs that will utilize technology to market and gather feedback on programs and services, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA council.
8. By **November 1, 2017**, Student Affairs, in collaboration with Academic Affairs, will implement Smart Planner for use by students starting with Spring 2018 enrollment, as demonstrated by students using the system.

General

9. By **May 31, 2017**, the Division of Student Affairs will communicate the 2016-19 Strategic Plan to all DSA employees and other key stakeholders as part of educational sessions that will provide a clear understanding of how the Division, university and community will benefit from the plan, as demonstrated by facilitation of the sessions and each participant's ability to understand and provide feedback, where necessary, regarding the strategic plan.

SMART Goals in Chronological Order

Here are the 9 SMART Goals listed in chronological order based on completion date:

1. By **December 23, 2016**, each department within the Division of Student Affairs will inventory all co-curricular programming (department, internal and external), as demonstrated by the presentation of a compiled and summarized Inventory report.
2. By **January 31, 2017**, the Division of Student Affairs and the Office of Undergraduate Admissions and Outreach will create a marketing plan to promote outreach initiatives and efforts, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.
3. By **February 1, 2017** the Division of Student Affairs will develop a plan to create a multilevel staff training and development curriculum that incorporates both on and off-campus learning opportunities, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.
4. By **March 20, 2017**, each department within the Division of Student Affairs will develop a plan for co-curricular programming for 2017-18 based on the results of the Inventory, as demonstrated by written implementation plans, to be finalized in consultation with SALT, with the completed documents to be delivered to SALT and the VPSA Council.
5. By **May 31, 2017**, Student Affairs will implement a Spartan Speaker and small group discussion series led by faculty, staff and student facilitators focused on critical, intersectional societal issues affecting student success, as demonstrated by a total of 4-6 speakers during the 2016-17 academic year.

6. By **May 31, 2017**, the Division of Student Affairs will communicate the 2016-19 Strategic Plan to all DSA employees and other key stakeholders as part of educational sessions that will provide a clear understanding of how the Division, university and community will benefit from the plan, as demonstrated by facilitation of the sessions and each participant's ability to understand and provide feedback, where necessary, regarding the strategic plan.
7. By **November 1, 2017**, Student Affairs, in collaboration with Academic Affairs, will implement Smart Planner for use by students starting with Spring 2018 enrollment, as demonstrated by students using the system.
8. By **January 25, 2018**, the Division of Student Affairs will implement a Communication Plan for the Division of Student Affairs that will utilize technology to market and gather feedback on programs and services, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA council.
9. By **December 31, 2018**, Undergraduate Admissions and Outreach will work with Transition and Retention Services to increase the number of high schools participating in the Admissions Possible program in support of the Spartan East Side Promise initiative, as demonstrated by all 13 high schools in the East Side Union High School District participating in Admissions Possible.

SJSU Division of Student Affairs

Action Plan #1 – Strategic Priority: *College Readiness and Transition*

Sharon Willey & Debra Griffith

By **January 31, 2017**, the Division of Student Affairs and the Office of Undergraduate Admissions and Outreach will create a marketing plan to promote outreach initiatives and efforts, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.

Action	Key Person(s)	Complete by
(1.1) Create an ad-hoc Marketing Plan Committee	Deanna Gonzales, Sharon Willey, Debra Griffith, Fernanda Perdomo-Arciniegas, Amanda Aldama, Vera Hampton, Drew Agbay, Coleetta McElroy	August 5, 2016
(1.2) Create a meeting schedule for committee	Deanna Gonzales, Sharon Willey, Debra Griffith, Fernanda Perdomo-Arciniegas	September 12, 2016
(1.3) Identify outreach initiatives and efforts	Committee	October 17, 2016
(1.4) Set and prioritize objectives for needs/resource analysis	Committee	October 24, 2016
(1.5) Complete a needs/resource analysis	Committee	November 14, 2016
(1.6) Identify key elements for the marketing plan	Committee	November 21, 2016
(1.7) Draft the Plan	Committee	December 16 , 2016

(1.8) Review the Plan	Committee	January 13, 2017
(1.9) Finalize the Plan and submit for review by SALT and VPSA Council	Committee	January 20, 2017

SJSU Division of Student Affairs

Action Plan #2 - Strategic Priority: *College Readiness and Transition*

Sharon Willey, Debra Griffith and Fernanda Perdomo-Arciniegas

By **December 31, 2018**, Undergraduate Admissions and Outreach will work with Transition and Retention Services to increase the number of high schools participating in the Admissions Possible program in support of the Spartan East Side Promise initiative, as demonstrated by all 13 high schools in the East Side Union High School District participating in Admissions Possible.

Action	Key Person(s)	Complete by
(2.1) Create an ad-hoc Admissions Possible Committee	Deanna Gonzales, Sharon Willey, Debra Griffith, Fernanda Perdomo-Arciniegas	November 4, 2016
(2.2) Create a meeting schedule for committee	Deanna Gonzales, Sharon Willey, Debra Griffith, Fernanda Perdomo-Arciniegas	November 10, 2016
(2.3) Identify potential dates and begin planning process for Admissions Possible Outreach event	Committee	November 15, 2016
(2.4) Set and prioritize objectives for needs/resource analysis	Committee	January 13, 2017
(2.5) Complete a needs/resource analysis	Committee	February 3, 2017
(2.6) Conduct pre-event assessment	Committee	February 21, 2017
(2.7) Admissions Possible Outreach event	Committee and strategic campus partners	March 1, 2017

(2.8) Collect post-event feedback	Committee	March 15, 2017
(2.9) Review assessment results and discuss changes for 2018 event	Committee	April 3, 2017
(2.10) Set up follow-up meetings with potential campuses	Select members of the Committee	June 1, 2017
(2.11) Meet with all partners and share annual plans	Committee and strategic campus partners	October 2, 2017
(2.12) Implement Admission Possible workshops at all 13 East Side Union High School District high schools	Committee	December 31, 2018

SJSU Division of Student Affairs

Action Plan #3 – Strategic Priority: *Student Engagement*

Romando Nash and Sonja Daniels

By **December 23, 2016**, each department within the Division of Student Affairs will inventory all co-curricular programming (department, internal and external), as demonstrated by the presentation of a compiled and summarized Inventory report.

Action	Key Person(s)	Complete by
(3.1) Create an ad-hoc Co-Curricular Inventory Committee	Sonja Daniels	July 25, 2016
(3.2) Define co-curricular activities and develop the Inventory	Committee	October 7, 2016
(3.3) Identify and contact the individual(s) in each department who will complete the Inventory	Committee	October 7, 2016
(3.4) Distribute Inventory template to selected participants for completion and ask for return by identified due date	Committee	October 17, 2016
(3.5) Collect completed Inventories and follow-up with non-responders after due date	Committee	October 31, 2016
(3.6) Compile and summarize the Inventories	Committee	November 14, 2016
(3.7) Review and edit the final Inventory report with committee	Committee	November 29, 2016

(3.8) Disseminate report to all interested parties	Committee	December 23, 2016
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SJSU Division of Student Affairs

Action Plan #4 – Strategic Priority: *Student Engagement*

Romando Nash and Sonja Daniels

By **March 20, 2017**, each department within the Division of Student Affairs will develop a plan for co-curricular programming for 2017-18 based on the results of the Inventory, as demonstrated by written implementation plans, to be finalized in consultation with SALT, with the completed documents to be delivered to SALT and the VPSA Council.

Action	Key Person(s)	Complete by
(4.1) Create an ad-hoc Co-Curricular Programming Committee	Sonja Daniels	December 23, 2016
(4.2) Identify the elements of and create the Co-Curricular Programming Plan	Committee	January 20, 2017
(4.3) Send Co-Curricular Plan Template and Instructions to departments	Committee	January 27, 2017
(4.4) Departments to develop and submit their Co-Curricular Plans	Departments	March 6, 2017
(4.5) Committee to review submitted plans	Committee	March 13, 2017
(4.6) Submit completed plan to VPSA and SALT	Committee	March 20, 2017

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Action Plan #5 – Strategic Priority: *Student Engagement*

Sonja Daniels & Fernanda Perdomo-Arciniegas

By **May 31, 2017**, Student Affairs will implement a Spartan Speaker and small group discussion series led by faculty, staff and student facilitators focused on critical, intersectional societal issues affecting student success, as demonstrated by a total of 4-6 speakers during the 2016-17 academic year.

Action	Key Person(s)	Complete by
(5.1) Create Spartan Speaker Series Committee	Sonja Daniels, Tari Wimbley	Complete
(5.2) Develop budget, co-sponsors, and resource-sharing plan to include campus and community partners	Committee	Complete
(5.3) Identify and contact series development subcommittees, including faculty and students	Committee	August 1, 2016
(5.4) Develop series themes, and identify speakers	Committee	Complete
(5.5) Develop learning goals and assessment strategy	Committee	August 15, 2016
(5.6) Create schedule, book spaces for both speakers and discussion spaces	Committee	August 15, 2016
(5.7) Identify faculty partners to develop discussion themes	Committee	September 1, 2016

(5.8) Develop student engagement and promotion strategies	Committee	September 1, 2016
(5.9) Identify facilitation resources	Committee	September 1, 2016
(5.10) Develop discussion facilitation strategies	Faculty in residence, faculty fellows, specific facilitators	September 6, 2016
(5.11) Promote speakers and discussions	Committee	September 1, 2016
(5.12) Complete and review series; make revisions for future series	Committee	May 31, 2017

SJSU Division of Student Affairs

Action Plan #6 – Strategic Priority: *Employee Professional Development*

Robb Drury and Romando Nash

By **February 1, 2017** the Division of Student Affairs will develop a plan to create a multilevel staff training and development curriculum that incorporates both on and off-campus learning opportunities, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.

Action	Key Person(s)	Complete by
(6.1.a) Develop and finalize a Google form designed to get an inventory of PD offered within the division	Hyon Chu Yi-Baker	September 16, 2016
(6.1.b) Collect historical data and a wish list of professional development opportunities from Directors	Directors & Staff	September 26, 2016
(6.2) Create an Employee Development Committee	Romando Nash (lead) & AVPs	October 3, 2016
(6.3) Review available budget for PD	Robb Drury & Romando Nash	October 3, 2016
(6.4.a) Research and identify on/off-campus available curriculum opportunities	Employee Development Committee	December 14, 2016
(6.4.b) Review of PD survey of 2015 & Google form (inventory of PD)	Employee Development Committee	December 14, 2016
(6.5) Identify the elements of the Training and Development Plan	Employee Development Committee	January 6, 2017

(6.6) Write the Plan	Employee Development Committee	January 18, 2017
(6.7) Share plan with VPSA Council and SALT for finalization	Employee Development Committee Representatives	February 1, 2017

SJSU Division of Student Affairs

Action Plan #7 – Strategic Priority: *Leveraging Technology*

Fernanda Perdomo-Arciniegas and Romando Nash

By **January 25, 2018**, the Division of Student Affairs will implement a Communication Plan for the Division of Student Affairs that will utilize technology to market and gather feedback on programs and services, as demonstrated by a written implementation plan, to be finalized in consultation with SALT, with the completed document to be delivered to SALT and the VPSA Council.

Action	Key Person(s)	Complete by
(7.1) Create a Technology based Communication Committee	Romando Nash & Fernanda Perdomo-Arciniegas	September 26, 2016
(7.2) Inventory of current communication and information gathering channels (Link with student engagement inventory)	Committee	October 17, 2016
(7.3) Assess the needs being met and those that are not being met	Committee	December 5, 2016
(7.4) Research current platforms	Committee	December 6, 2016
(7.5) Financial and Human Resource analysis of the plan to determine resource needs	Committee	January 9, 2017
(7.6) Identify events to be used for the pilot program	VPSA Council	January 20, 2017 SALT Meeting
(7.7) Deliver a draft of the Technology Communication Plan to SALT and VPSA Council	Committee	February 17, 2017 SALT Meeting

(7.8) Create a finalized copy of the Technology Communications Plan that will include a Social Media Standards Style Guide/Handbook (Reference SJSU Social Media Standards) to be delivered to VPSA Council & SALT	Committee	March 24, 2017
(7.9) Implement new technology platform	Committee	June 30, 2017
(7.10) Phased Implementation (e.g. choose 10 pilot programs)	Committee	December 1, 2017
(7.11) Assess effectiveness and utilization of the Technology Communication Plan	Committee	December 20, 2017
(7.12) Train users through workshops and videos on how to implement the Technology Communication Plan	Romando Nash & Fernanda Perdomo-Arciniegas	January 15, 2018
(7.13) Implement the Technology Communications Plan throughout the Division of Student Affairs	Division of Student Affairs	January 25, 2018
(7.14) Continue to assess the effectiveness and utilization of the Technology Communication Plan and make appropriate adjustments	Division of Student Affairs and the Committee	Ongoing

SJSU Division of Student Affairs

Action Plan #8 – Strategic Priority: *Leveraging Technology*

Sharon Willey

By **November 1, 2017**, Student Affairs, in collaboration with Academic Affairs, will implement Smart Planner for use by students starting with Spring 2018 enrollment, as demonstrated by students using the system.

Action	Key Person(s)	Complete by
(8.1) Confirm to the CO that we are ready for Smart Planner	Stacy Gleixner	August 5, 2016
(8.2) Identify the stakeholders	Admission to Graduation (A to G) Steering Committee	September 9, 2016
(8.3) Work with CO to determine what needs to be in place to be ready for Smart Planner	A to G Steering Committee	October 7, 2016
(8.4) Work with CO project team to develop timeline for implementation	A to G Steering Committee	October 7, 2016
(8.5) Complete fit gap analysis	Jennifer Sclafani & A to G Steering Committee	January 15, 2017
(8.6) Create a communication/training plan	Jennifer Sclafani & A to G Steering Committee	January 31, 2017
(8.7) Create testing plan	Jennifer Sclafani & James Anderson	January 31, 2017
(8.8) Present Project Plan to the VPSA Council & SALT	Sharon Willey & Jennifer Sclafani	February 17, 2017

(8.9) Request base funding source for maintenance & software license after year 1	Sharon Willey & Robb Drury	March 1, 2017
(8.10) Create a Support Plan	Jennifer Sclafani & James Anderson	April 1, 2017
(8.11) Testing - functional/technical (UAT)	Jennifer Sclafani & James Anderson	May 2, 2017
(8.12) BETA Testing (e.g. RA's)	A to G Steering Committee	June 1, 2017
(8.13) Train Campus Community - staff, faculty, advisors (e.g. videos [1.5-3 min], presentations, etc.)	A to G Steering Committee	Spring - Fall 2017 (Full implementation October 1, 2017)
(8.14) Smart Planner available for student use for Spring 2018 registration	A to G Steering Committee	November 1, 2017
(8.14) Assess effectiveness and utilization of Smart Planner - and provide recommendations for enhancement	Sharon Willey/A to G Steering Committee	March 1, 2018

SJSU Division of Student Affairs

Action Plan #9 – Strategic Priority: *General*

Fernanda Perdomo-Arciniegas and Reggie Blaylock

By **May 31, 2017**, the Division of Student Affairs will communicate the 2016-19 Strategic Plan to all DSA employees and other key stakeholders as part of educational sessions that will provide a clear understanding of how the Division, university and community will benefit from the plan, as demonstrated by facilitation of the sessions and each participant's ability to understand and provide feedback, where necessary, regarding the strategic plan.

Action	Key Person(s)	Complete by
(9.1) Determine the different audiences to communicate strategic plan (President’s Cabinet, Senate Exec, Councils of Deans and Chairs, Associated Students, AALT, SA Division meeting, focus group, open educational sessions)	Reggie Blaylock and Fernanda Perdomo-Arciniegas	July 20, 2016
(9.2) Charge Communications Committee	Committee	August 31, 2016
(9.3) Determine members of focus groups	Committee	October 13, 2016
(9.4) Determine medium of communication (presentations, website, SA newsletter, social media, parent newsletter)	Committee	October 13, 2016
(9.5) Determine format for the sessions (e.g., virtual or in-person, length, number of sessions, number of participants per session)	Committee	October 13, 2016
(9.6) Determine content for the sessions based on final plan (topics covered and how presented)	Committee	October 13, 2016

(9.7) Present plan to focus group and gather feedback	Committee	November 11, 2016
(9.8) Develop reaction-level feedback form	Committee	November 18, 2016
(9.9) Identify presentation dates, times and facilitators for each session	Committee	November 18, 2016
(9.10) Present to SALT for feedback	Committee	December 16, 2016
(9.11) Comm. Committee to finalize materials and media	Committee	January 2 - January 20, 2017
(9.12) Produce presentation materials and media	Committee	January 23 – February 3
(9.13) Begin launch and promotion of Strategic Plan Educational meetings.	Committee & SALT	February 17, 2017
(9.14) Begin facilitating the sessions	Presenters	February 24, 2017
(9.15) Collect reaction-level feedback on Strategic Plan at the end of each session and other media	Presenters & Committee	Ongoing (after each session)
(9.16) Assess reaction-level feedback	Committee	Ongoing
(9.17) Present results of reaction-level feedback	Committee	May 31, 2017