



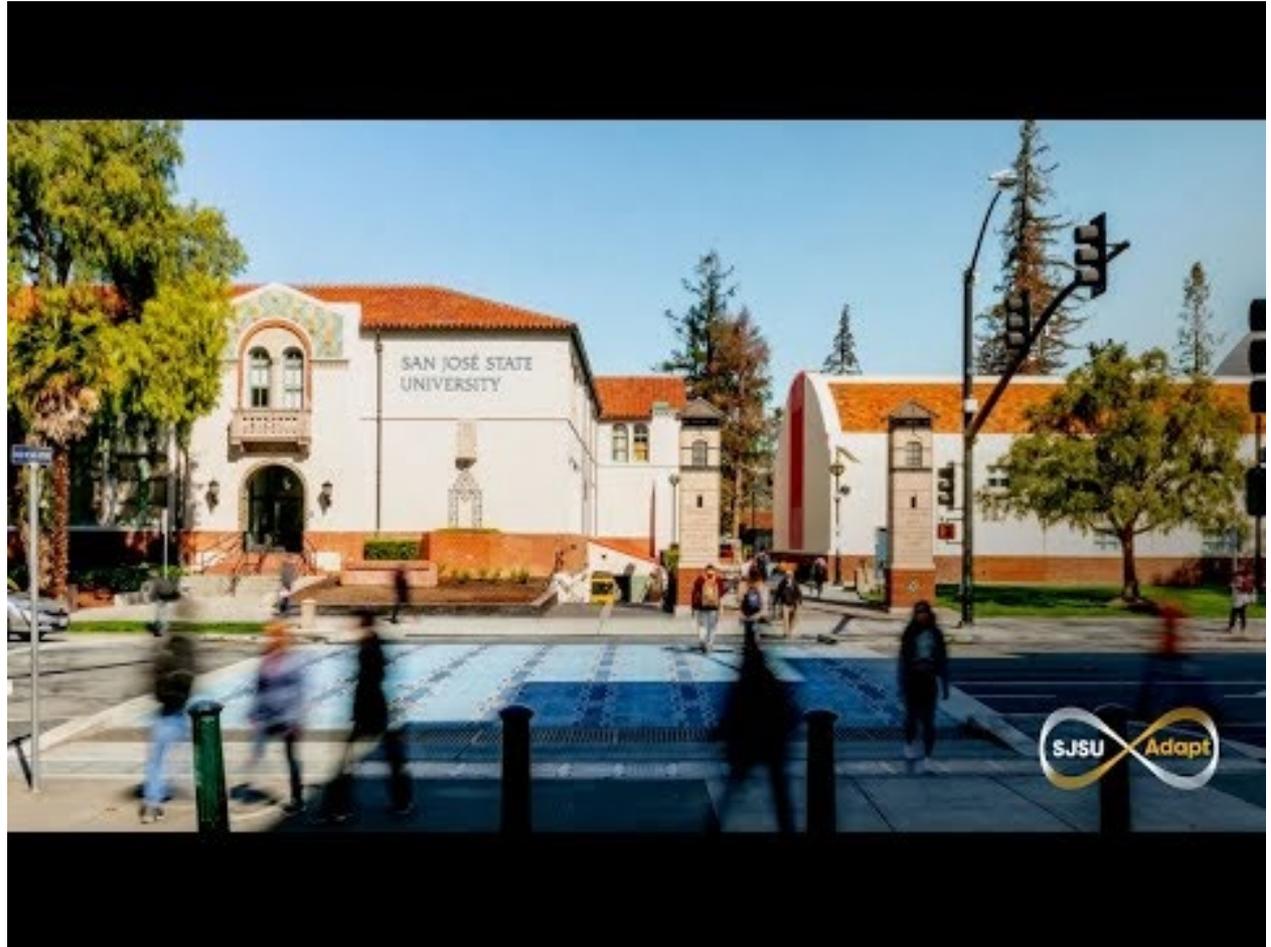
# Executive Leadership Academy 2021

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*SJSU's PostPandemic-Recovery*

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# Pre-COVID: Prior planning was key

*“Failing to prepare is preparing to fail.”* John Wooden

- Knowing that technology would play a critical role in the university’s digital transformation, in 2017 we elevated SJSU Information Technology to a division level
- Invested in emerging technologies and dramatically increased tech funding
- Established strong industry partnerships with tech leaders like IBM and LinkedIn
- Provided the building blocks for a scalable and modern IT foundation



## Prior planning was key (cont.)

### Investments and upgrades in IT

- Enhanced networks and virtual private networks (VPN), creating a more mobile and secure campus with higher bandwidth
- Transitioned from desktops to laptops, so people could work where they need to work
- Added analytics capabilities to evaluate service quality and build online support model
- Changed service model to maximize support for students, faculty, staff, and researchers



## Prior planning was key (cont.)

### Foresight with budgets and spending

- Instituted a 3-year budget process in 2016 to better understand longer term effects of current decisions
- Instituted “position tracking”; funds positions only when hired or on-board
- "Push to the Center" budgeting philosophy where divisional savings are shared in the "center pot"
- Modest reserves, along with CARES/HEERF, enabled us to weather storm and close \$92M gap



## “SJSU Adapt” is...

- SJSU’s plan for continuing of campus operations during COVID-19 and the transition into repopulation
- A four-phase approach
  - Has continually aligned with Santa Clara County PHD and state public health guidelines
  - Approved by CSU Office of the Chancellor
- SJSU Adapt components:
  - Campus repopulation
  - FAQs
  - Health and safety protocols
  - **Communication was- and still is- key**



# A Total Team Effort

- *“Alone we are smart. Together we are brilliant.”* Steven W. Anderson, educator and author. Nicely sums up SJSU’s Adapt effort!
- Key contributors and campus leaders:
  - Facilities Development and Operations
  - Division of Information Technology
  - Division of Finance and Administration
  - Office of the Provost and Division of Student Affairs
  - Strategic Communications and Marketing
  - Special Events
  - Medical staff
  - Everyone else on campus!



# Repopulating for Fall Semester

- Our current planning has always been **“As of today”**
- Campus has been open throughout the pandemic
  - SJSU has been successful to date with a low case rate
  - Fall Semester will see **60 percent in-person** classes, a marked increase from recent semesters
- Fall is a transition semester
  - Increase in student presence, necessitating greater staff and faculty presence
  - University Personnel playing leading role in repopulation planning
  - Strong push for vaccinations, especially students



## Repopulating (cont.)

- Planning for repopulation
  - Leadership and a Working Group engaged in planning since January;
  - Departments working with University Personnel (UP); Facilities, Development & Operations (FD&O); and, Environment, Health & Safety (EH&S) to develop their repopulation plan.
- Gradual repopulation for staff **began on July 1** in preparation for fall semester, with all departments having submitted detailed repopulation plans to UP.
- Repopulation is occurring gradually at SJSU **not 100%**
- Two guiding principles:
  - Safety and health of our community
  - Mission of our campus



## Repopulating (cont.)

- Contingent on both State and County health ordinances. Our response will *continue to evolve* based on these guidelines.
- Safety precautions will remain to appropriate degrees.



~16,000 daily  
student population  
expected



University Housing  
~96% Capacity for  
Fall Semester



Classes for Fall:  
~60% In-Person  
~20% Hybrid  
~20% Online



# Post-COVID: What's on the horizon?

Student Success Survey (Fall 2020) will help drive and inform our future learning modalities.

Key survey question (and results)

*In the future, when in person instruction is no longer restricted, what type of classes would you prefer?*

- 33% Asynchronous online
- 30% Synchronous online
- 15% Bichronous online (mix of above)
- 54% In-person
- 28% Hybrid (mix of online/in-person)



# Post-COVID: What's on the horizon?

## Other feedback from Student Success Survey:

- Appreciative of the flexibility that online classes provided for balancing work and family responsibilities with education
- Time and money saved by reduced commute times and being able to live in lowercost areas
- For a significant minority of our students, 100% online classes have made it possible for them to continue or return to their education and complete a degree that would otherwise have been unattainable



## Post-COVID (cont.)

- 2021-2022 will be transitional and a time to assess, evaluate, and adjust
- Vital to understand what students learned from the virtual experience
- Data from Student Success Survey will inform our future instructional practices



## Questions?

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