



Opportunity and Challenge Profile

*Search for the President
San José State University*

San José State University, a comprehensive public university located in the heart of Silicon Valley, seeks a dynamic and experienced leader to serve as President.

Located on 154 acres in downtown San José, at the sunny southern end of San Francisco Bay and in the heart of Silicon Valley, San José State University (SJSU) operates as part of the 23-campus California State University system, the largest public system of higher education in the nation. With an annual operating budget of roughly \$329 million, San José State has nearly 4,370 employees and enrolls roughly 33,000 students, more than 80% of whom are undergraduates and 90% of whom are California residents. The 2016 edition of the *U.S. News & World Report* ranks San José State University as eighth overall among the West's top public universities offering bachelor's and master's degrees, and it is also one of the nation's top 200 research institutions.

Founded in 1857, San José State is the oldest public university in the state of California. Once a training ground for teachers on the western frontier, the university has since grown to encompass eight colleges, which grant bachelor and master degrees in 134 areas of study, as well as two doctorate degrees, in nursing and educational leadership. The mission of SJSU is "to enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship." To learn more about San José State, please see www.sjsu.edu.

Reporting to the Chancellor of the CSU System, the President serves as the chief academic and administrative officer for the San José State campus. The successful candidate will have an exciting opportunity to lead SJSU to fulfill its potential as a globally distinguished university that works in tandem with other CSU institutions across the state. In this role, the President will face a set of key opportunities and challenges, including:

- Engage and embrace the SJSU community and leverage the university's unique strengths;
- Lead and manage the campus to achieve its strategic and administrative goals;
- Drive and support academic excellence;
- Strengthen and support SJSU's diverse and inclusive community;
- Ensure the physical infrastructure of campus meets the university's needs;
- Support and further enhance SJSU's strong tradition of shared governance;
- Develop the financial resources necessary to achieve SJSU's many ambitions; and
- Serve as a compelling and effective external ambassador.

A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document, as well as background information and detail regarding the key opportunities and

challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About California State University

The California State University system spans the state of California and has an annual budget of more than \$5 billion; it is not only the largest four-year university system, but it is also one of the most diverse and affordable university systems in the nation. With 23 campuses, 460,000 students, and 47,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education, and trains the majority of California's leaders and policymakers: approximately 64 percent of Californians with master's degrees in public administration studied at the CSU, as well as 35 percent of those with bachelor's degrees. In addition, 49 percent of Californians with bachelor's degrees in city, urban, community, and regional planning studied at the CSU. The CSU System has produced hundreds of thousands of graduates who have had an immeasurable impact in fields such as education, health care, agriculture, government, arts and entertainment, medicine, and non-profit leadership. To learn more about the California State University system, see www.calstate.edu.

About San José State University

San José State University was founded in 1857 as the Minns' Evening Normal School, a training school for teachers. In 1862, the institution had 54 graduates, all of them women. The academic focus evolved and broadened over the years, and the name was changed to match its more expansive mission—to San José State Teachers College in 1921 and San José State College in 1934. As the city of San José grew rapidly throughout the 20th century, demand grew for accessible academic training in a variety of disciplines, and in 1972, San José State College became California State University, San José, and finally, in 1974, San José State University.¹

From the university's inception, SJSU faculty, students, staff, and administrators have been committed to developing and employing a meaningful, effective method of shared governance, which is defined at SJSU as engaged, fully collaborative, consultative, and distributed decision-making. The overarching ethos of the university is to work together for the benefit of the whole, and the commitment to this process is deeply ingrained in the institution's DNA.

Today, San José has grown into the third largest city in the California and the largest city in Northern California, and SJSU has grown into a comprehensive university with eight colleges: Applied Sciences & Arts; Business; Education; Engineering; Humanities & the Arts; International & Extended Studies; Science; and Social Sciences. The university offers bachelors, masters, joint doctorate, and doctorate degrees, plus a variety of certificates and teaching, service, and specialist credentials.² SJSU is committed to offering access to higher education to all persons in the local service area who meet the criteria for admission, yielding a stimulating mix of age groups, cultures, and economic backgrounds for teaching, learning and research.

¹ To learn more about the history of SJSU, see http://www.sjsu.edu/about_sjsu/history/.

² SJSU offers 73 baccalaureate degrees, and 71 master's degrees, and in 2012, SJSU offered its first doctoral level program (a joint Doctor of Nursing Practice program with CSU Fresno). In 2014, SJSU admitted its first cohort to its new EdD program in Educational Leadership. The catalog of certificate and online professional degree programs includes offerings in business, engineering, science, library/information science, education, and health.

In 2015, the Western Association of Schools and Colleges (WASC) reaffirmed San José State University's accreditation for seven years,³ and *U.S. News and World Report* again honored the university with a top-ten rank among peer institutions. Quality teaching is a priority at SJSU, and tenured professors teach introductory as well as advanced courses. In fall 2014, SJSU's 4,700 class sections included traditional lecture, seminar, lab and activity formats as well as courses and degree programs in off-site locations. Roughly 120 courses are conducted entirely online each semester, whereas others blend web components with regularly scheduled on-campus meetings or are offered through Internet-based video streaming.

The campus's student enrollment is up more than 10% over 10 years ago, and more than 25% over 20 years ago. More than 90% of students come from California, predominantly from Santa Clara County (46%) and the East Bay region (18%). The demographics of SJSU reflect those of Santa Clara County, and it is one of the most diverse campuses in the country. Nearly 60% of students are from minority populations (Asian students comprise the largest component, at 32%; followed by Hispanic students, at 22%). SJSU has a virtually equal distribution between male and female students, and the average age of undergraduate students is 22.7 years. SJSU is both a Hispanic Serving Institution (HSI) and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), a rare distinction among CSU institutions. About half of undergraduates are the first in their family to attend college.

The university is predominately undergraduate in nature, with 83% of all students enrolled as undergrads (among the top majors are psychology, biological sciences, and business). SJSU also has the largest graduate student enrollment among the 23 CSU campuses. The top five most popular graduate programs are software engineering, library & information science, electrical engineering, social work, and education. SJSU has more than 600 tenure and tenure-track faculty and 1100 lecturers. SJSU recently appointed 58 new tenure-track faculty members across disciplines, from biology to dance, a significant increase over years past. SJSU has particular strengths in engineering, business, teaching, and nursing. For example, in recent *U.S. News* rankings, the SJSU's Lucas College and Graduate School of Business ranked third in the Bay Area among accredited bachelor's and master's degree programs, and the San José State's Charles W. Davidson College of Engineering ranked fourth in the nation among public engineering programs offering bachelor's and master's degrees, excluding service academies. The university has a strong commitment to research and professional training and generated more than \$60 million in grants and contracts in 2013-2014.

Campus Life at SJSU

Although SJSU has traditionally been a commuter campus, the availability of on-campus and near-campus housing has grown, which has had a positive impact on student engagement and campus culture. Currently about 3500 students live on campus, and 250 more spaces are scheduled to open in fall 2016. On-campus housing includes six themed living communities and an international house. A significant number of non-resident students live in apartments and houses in neighborhoods adjacent to SJSU. The university has continued to invest in its campus to match the growth and enrollment and create a hub for students. The new \$25 million Student Wellness Center opened in September 2015, and the \$54.7 million renovation of Spartan Complex, which houses many academic and athletic programs, is nearly complete. The Student Union has been expanded and undergone renovation, and a new residence hall is slated for completion in fall 2016. In addition to its main campus, SJSU operates diverse off-campus locations, including the Moss Landing Marine Laboratories (MLML), which offers a Master of Science in Marine Science degree and is managed through a seven-campus consortium.

³ The accreditation process led to the institutional self-study report that SJSU submitted to the commission. To learn more, see <http://www.sjsu.edu/wasc/portfolio/index.html>.

The SJSU campus enjoys an active and vibrant student environment. There are more than 450 registered student organizations, and all first-year and transfer students participate in a mandatory summer orientation that fosters a sense of familiarity and connection. There is also a small but active Greek program. In addition, SJSU is home to student organizations representing a broad range of ethnicities, religions, and sexual orientations.

SJSU, home to the Spartans, also has an active athletics program and is a NCAA Division I school, part of the Mountain West conference. The university's 20 teams include a well-regarded football team, women's golf and volleyball teams, and men's water polo, which recently resumed following a long hiatus. Most of the athletics programs are located on South Campus, a 62-acre piece of land approximately 1.5 miles from the main campus. SJSU is also home to a world-renowned judo program (not affiliated with athletics) that has won more than 45 national titles.

Community Impact

San José State has been an essential partner in the economic, cultural and social development of Silicon Valley and the state, annually contributing more than 7,000 graduates to the workforce. SJSU has more than 220,000 alumni, 60 percent of whom live and work in the Bay Area. SJSU helps fulfill the mission of the California State University system to "prepare significant numbers of educated, responsible people to contribute to California's schools, economy, culture, and future" and to "encourage and provide access to an excellent education to all who are prepared for and wish to participate in collegiate study."

San José State's location in the Silicon Valley makes it an exceptionally rewarding learning environment for students, as local firms and agencies provide opportunities for internships, summer work programs and for assistance with research and development projects. Silicon Valley firms employ more graduates from SJSU than from any other university in the nation. San José State also produces many of the nurses, teachers, social workers, and police officers of the region. SJSU's professional degree programs make broad use of industry advisory boards, and the university's Silicon Valley location makes it possible to bring contemporary industry expertise directly into the classroom in many programs. SJSU's curricular development has in many ways been shaped by the needs of local businesses. For example, the university is currently developing a new cybersecurity degree program.

SJSU students and faculty contribute to the San José community through a variety of projects and services. Among these programs is CommUniverCity, a collaborative community, university, and city partnership in which SJSU students tutor elementary school children, mentor at-risk youth, and support low-income families.

Current Context

The comprehensive strategic plan for SJSU, Vision 2017, was developed in 2011 under the leadership of President Mohammad Qayoumi, who stepped away from the role in the summer of 2015. This plan helped address state budget cuts, established a Student Success, Excellence and Technology Fee (SSETF), and defined principles and broad institutional goals. Significant recent investment in a robust information technology infrastructure positions the campus to be a leader in 21st-century education. SJSU has improved the quality of its student advising services, including creating an online advising hub and launching a network of student success centers. A long-term capital campaign culminated in 2013 and generated nearly \$209 million for the university. The university is currently in the planning phase of its next campaign with a feasibility study planned for late 2015 to early 2016.

Role of the President

The President of SJSU reports to Dr. Timothy White, Chancellor of the CSU System, and serves as the senior academic and administrative leader for the SJSU campus, overseeing strategic planning, budget management and fundraising, human resources, academic programming, facilities maintenance, and all other areas of operation. SJSU has a legacy of respect for academic freedom and strong shared governance which is also visible in the expectations of the faculty for open and transparent participation in governing the university successfully. Positions reporting to the President include the Vice President for Academic Affairs and Provost; Vice President for Administration and Finance; Vice President for Student Affairs; Vice President for University Advancement; Director, Division of Intercollegiate Athletics; Chief Diversity Officer; and Chief of Staff.

Key Opportunities and Challenges for the President

In carrying out the responsibilities of the position, the next President of SJSU will be faced with several key opportunities and challenges, which are outlined below:

Engage and embrace the SJSU community and leverage the university's unique strengths

First and foremost, the next President will help the campus achieve new levels of mission clarity and national recognition. To begin this important task, the President must establish a clear presence as an enthusiastic and visible participant in SJSU life, an engaged member of the community and one who bleeds Spartan blue and gold. The President will reach out to forge strong working relationships with the university's administrative team and deans, as well as faculty, students, and staff at all levels, and will celebrate the campus's accomplishments in fulfilling a crucial public mission. Leveraging San José State's location in Silicon Valley, its demonstrated commitment to undergraduate education and diversity, and its position within a world-renowned public university system, the President has an exceptional opportunity to develop and articulate a strong and clear identity that resonates with internal and external stakeholders and positions San José State as a leader in the region and the state.

Lead and manage the campus to achieve its strategic and administrative goals

San José State is nearing the completion of its current strategic plan, and the President will be poised to work closely with campus leaders, faculty, students, and staff to identify a vision and strategy that moves the university forward in the years to come. To effectively lead the campus and implement a strategic vision, the President will need to empower the senior leadership team, including a collaborative team of academic deans. The campus has seen high rates of turnover in leadership positions in the past decade, and the President will invest in a talented leadership team to provide stability for the campus. The President will demonstrate a strong commitment to collaborative leadership and transparency and will work to identify opportunities to create efficiency through upgrading and adopting appropriate technology and software. The President will be a careful steward of the university's budget to ensure appropriate allocation of resources across campus and will work closely with its five auxiliaries (Associated Students, Research Foundation, Spartan Shops, Student Union, and the Tower Foundation), each of which has its own governing board and processes.

Drive and support academic excellence

Student success will be a top priority for the next President. Currently, San José State has a six-year graduation rate of 49.7% for first-time freshman students. There have been recent gains in retention and graduation and continued growth in student success remains a central part of the university's academic mission. To this end, the President will seek to maintain and strengthen the rigor of SJSU's academic

programs; improve the availability of courses and, as a result, improve student graduation rates; increase research productivity; recruit and retain top-notch faculty; support the ongoing development of student advising; and drive innovations in the use of technology for student learning. In addition to strengthening existing academic programs, the President will enable the development of new programs to meet student and community need and enhance opportunities for interdisciplinary projects, strategically allocating resources to further distinguish the academic strengths of the university.

Strengthen and support SJSU's diverse and inclusive community

SJSU is one of only three CSU campuses to serve as both a Hispanic Serving Institution and an Asian American and Native American Pacific Islander-Serving Institutions Program, and it is one of the most diverse campuses in the state and country. The President will further enhance the university's commitment to recruiting, retaining, and supporting diverse students, faculty, and staff. SJSU has worked to provide a more inclusive environment for students from diverse ethnic, racial, and socioeconomic communities, and is conducting a national search for the university's first Chief Diversity Officer, but much work remains. As these efforts continue, they will need ongoing attention, resources, and personal leadership from the next President.

Ensure the physical infrastructure of campus meets the university's needs

As the oldest institution of public higher education in the state, San José State is home to long-standing traditions and culture – as well as many long-standing buildings. Though several new buildings have opened in the last 15 years, including the Student Wellness Center (2015) and the King Library (2003), many of the facilities on campus are in dire need of attention. The President will develop short-term plans for upgrading classrooms, lab space, and dormitories in the oldest buildings on campus, while also working to identify resources to invest in infrastructure growth in the long-term, including complete renovation of several buildings. The President will also ensure that the university provides appropriate technology to support faculty, students, and staff in its academic mission

Support and further enhance SJSU's strong tradition of shared governance

San José State's long tradition of collegial shared governance, inclusiveness, and collaborative leadership is reflected in the structure of its Academic Senate, which is designed to encourage ongoing communication and problem-solving among the administration, faculty, and students. Its unique administrative structure places the President and the President's cabinet as voting members of the SJSU Academic Senate and its Executive Committee, a group that meets bi-weekly to discuss campus strategic goals and policies and current campus concerns. The President will listen carefully and engage deeply with this leadership group and across campus with students, staff, and faculty. In so doing, the President will demonstrate an unmistakable commitment to and respect for the tenets of shared governance, which serve as the foundation for SJSU's decision-making processes, while also working carefully and rigorously to address campus needs in a timely fashion. In addition, the President will work closely with the CSU system office to address the needs of the campus as it relates to labor relations and the employee unions.

Develop the financial resources necessary to achieve SJSU's many ambitions

In the years to come, SJSU will require additional funding to fulfill its ambitions to improve student success, refurbish older and/or build new facilities, drive new academic programs, and hire and retain top-notch faculty. Despite positive changes in state funding in the past few years, the long-term trajectory suggests that state and tuition funding will not be enough to allow SJSU to achieve all of its goals, with annual increases in revenues projected solely to cover fixed costs. Given that, the President will be a

vigorous and compelling champion for San José State, leading in the effort to identify, pursue, and steward a variety of sources of financial support. The President will embrace philanthropy, building on recent successes and leveraging a close partnership with the Tower Foundation to engage major donors and strengthen a strong development program. The university's huge alumni base is an untapped resource, and the President will identify opportunities to further engage SJSU's diverse and talented alumni. In the coming years, the university will be poised for a major campaign, and the President must be ready to dive in to this endeavor with skillful leadership and enthusiasm.

Serve as a compelling and effective external ambassador

In order to be successful, the President must be a visible and effective representative of San José State in the greater community and in the media. One of the university's greatest assets is its location in Silicon Valley, one of the most vibrant and exciting regions of the country, and the university is a living embodiment of its "Powering Silicon Valley" slogan. The President will work to build relationships in the community, engaging with commercial and nonprofit leaders to bring the campus and community together for mutually beneficial outcomes. Already, SJSU is known as a top provider of executives, middle managers, and entry level employees for Silicon Valley, in fields as diverse as business, nursing, education, social services, and the arts, as well as engineering and technology. The President will highlight and expand the important role the university plays in the region, serving as a champion for San José State and its students and alumni.

Qualifications and Characteristics

The next President of San José State University will also possess many, if not all, of the following qualifications and characteristics:

- An earned doctoral or appropriate terminal degree
- Deep commitment to the mission of a public institution of higher education
- Experience in the administration of large and complex organizations
- Demonstrated excellence in institutional leadership and resource management and development
- Demonstrated ability to work effectively with a full range of external constituents, including alumni, donors, media, and leaders in the private sector
- Ability to lead improvement of academic performance, particularly for retention and graduation
- Record of recruiting and developing high-quality academic administrators, faculty, and staff
- Record of leadership in promoting equity and increasing diversity in all its forms
- Ability to plan, develop, advance and implement complex strategic goals, policies and program initiatives that require management of financial, human, and capital resources
- Experience working with faculty and staff governed by collective bargaining agreements
- Demonstrated record of efficiently and effectively solving problems
- Commitment to shared governance and collaborative leadership
- A clear vision for the future of higher education
- Impeccable integrity, ethics, and values

Location

San José, California is approximately 45 minutes south of San Francisco, headquarters to notable companies such as Cisco Systems, and immediately proximate to other Silicon Valley headquarters in cities such as Mountain View (Google), Palo Alto (Hewlett Packard), Menlo Park (Facebook), Sunnyvale (Yahoo), Santa Clara (Intel), and Cupertino (Apple). San José is often called the "Capital of Silicon Valley"; it is culturally diverse and has an array of museums, performing arts, world-class restaurants, and

*Search for the President
San José State University*

other attractions. Residents also enjoy access to nearby coastal destinations such as Santa Cruz, Monterey, and Carmel. To learn more about San José, see <http://www.sanjoseca.gov/visitors.asp>.

Applications, Inquiries, and Nominations

San José State University and the California State University System is an Equal Opportunity Employer. Screening of complete applications will begin immediately and continue until the completion of the search process; for best consideration, please apply by November 20, 2015. Applications, inquiries, and nominations should be submitted at www.imsearch.com/5531. Applicants should submit a detailed letter of application and a curriculum vita or resume. Electronic submission of applications and correspondence is strongly preferred.



David Bellshaw and Cati Mitchell
Isaacson, Miller
649 Mission Street, Suite 500
San Francisco, CA 94109
Phone: 415.655.4900