

San José State University Campus Master Plan

Direction from the President's Cabinet - August 2021

Introduction

This document summarizes the direction that the President's Cabinet provided to the Campus Master Plan Team during Summer 2021. Cabinet leads worked in small groups on four topics to provide baseline information and recommendations for where the University is headed over the next 20 years. The Cabinet members presented their recommendations back to the Campus Master Plan Team in August.

The direction from the Cabinet helps to determine:

- How much physical space SJSU will need to accommodate future academic programs, research, campus life, and support activities, and
- The locations of these activities.

Cabinet direction includes assumptions, expectations, aspirations, underlying reasoning, and/or criteria for the following topics:

- **Academic Programs and Research**
- **Enrollment**
- **Housing**
- **The Future of Work**

For each topic, this document summarizes the context for the topic, Cabinet direction and takeaways for the new Campus Master Plan.

Academic Programs and Research

Leadership Direction on Academic Programs and Research

- Continuing comprehensive education for undergraduates.
- Growth in graduate programs and research in emerging fields.
- Collaborative research integrated with teaching.
- Interdisciplinary emphasis.
- Increase in tenure-track faculty to at least 850 along with more full-time lecturers.

- Increase in staff services, density, and ratios.
- Recognition of support requirements for hybrid and online students, academic programs, and staff work.
- Growth in Engineering, Science and Health Sciences, Humanities and Arts

Master Plan Takeaways



Flexible space and technical support for face-to-face, hybrid and online teaching and learning.



Disciplinary space for emerging fields. Growth in Engineering, Science and Health Science, Humanities and Arts.



Innovation space for research and community engagement.



Showcase for research and teaching that exhibit and demonstrate programming.

- Flexible space and technical support for face-to-face, hybrid and online teaching and learning.
- Showcase for research and teaching in signature spaces that exhibit and demonstrate what they do
- Disciplinary space for emerging fields. Thematic organization for spaces desired around interdisciplinary crossovers between technology and arts, such as:
 - Data Analytics and Design Thinking
 - Ethnic Studies Education
 - Health Equity and Health Infrastructures
 - Social Robotics and Human-Robotic Technology Relations
 - Sustainable Futures and Earth Systems Science
- Location of Teaching proximate to research
- Hybrid teaching technology is needed in the classroom
- Large flat classrooms are desired for active learning
- Desire for Incubator/accelerator spaces for training, forums, events, competitions, offices/ connecting students and faculty with the community
- Better facilities for community engagement with research and scholarship
- Shifting to more shared offices, labs, and resources
- Growth in number of lab spaces requiring fumes, biohazard, and animal care facilities
- Community engagement spaces for health sciences and social sciences with access to transit and parking

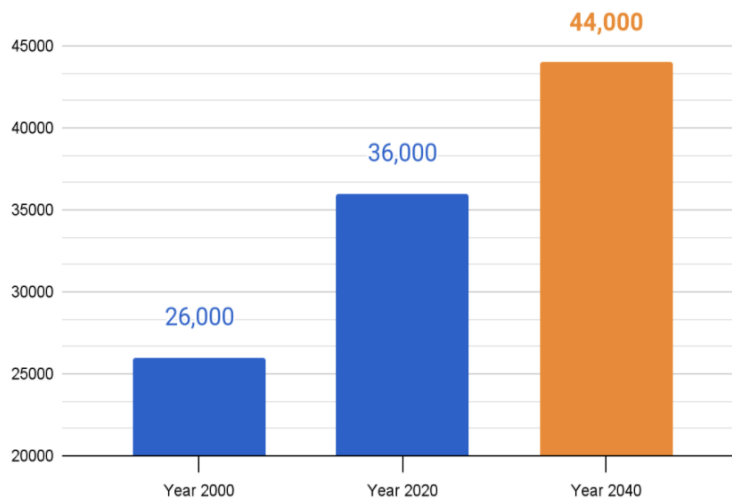
- Computer lab spaces for drop-in access
- High bay and outdoor workspace for Engineering
- Some programs may co-locate at community colleges or other institutions
- Commitment to Moss Landing Marine Labs as part of SJSU
- Replacement of Reid Hillview with San Martín Airport, and potential for other programs and makerspace
- Stronger partnerships with conference and hotel in downtown San José to host guests

Enrollment

Context

- **The SJSU Main Campus is currently underbuilt for its enrollment**
 - In Fall 2019 (pre-pandemic) SJSU taught about 2500 more FTES on campus than the design capacity of its buildings. The capacity of the ISB will not fully address this shortfall.
 - As a result labs are over-scheduled
 - Some classes are taught in spaces not designated for instruction.
- SJSU is impacted - receives more qualified applicants than the University can accommodate at the undergraduate level.
- California resident enrollment has exceeded the target set by the CSU for the past decade.

Leadership Direction on Enrollment

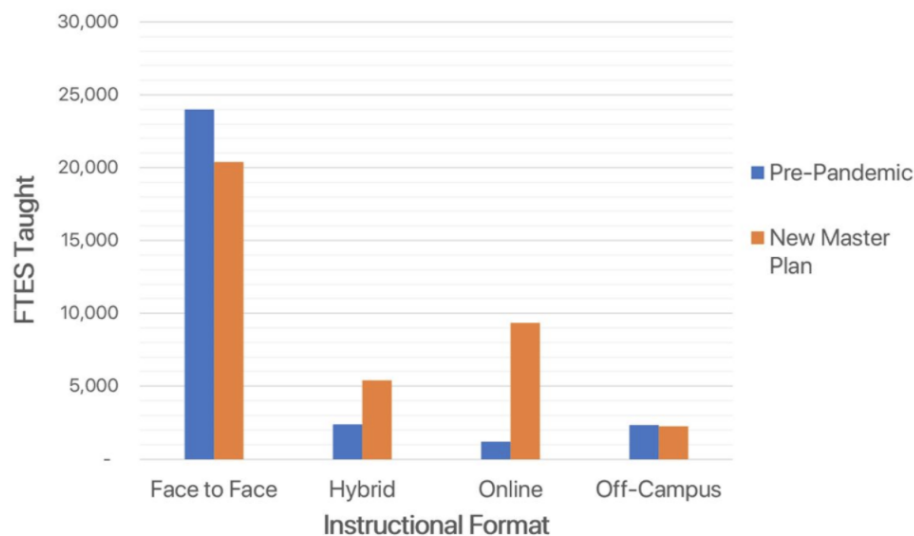


- Moderate enrollment growth with profile shifting toward more transfer and graduate students.
- Modest growth in out-of-state and international students.
- Increase in Special Session.
- Majority of courses taught face-to-face, with significant increase in hybrid and online instruction.
- Potential increase from 36,000 students today to a total fall headcount of 44,000 (as a working number for the new Campus Master Plan including online and Special Session students).

Strategy

- Enrollment management focused on student success and shaping the student profile at the undergraduate level.
- Lower rate of enrollment growth in Regular Session to gradually converge with CSU target.
- Additional capacity focused on emerging modes of instruction and effective space management.
- Student support, infrastructure and facilities to support the campus experience.

Detail: Total Fall FTES

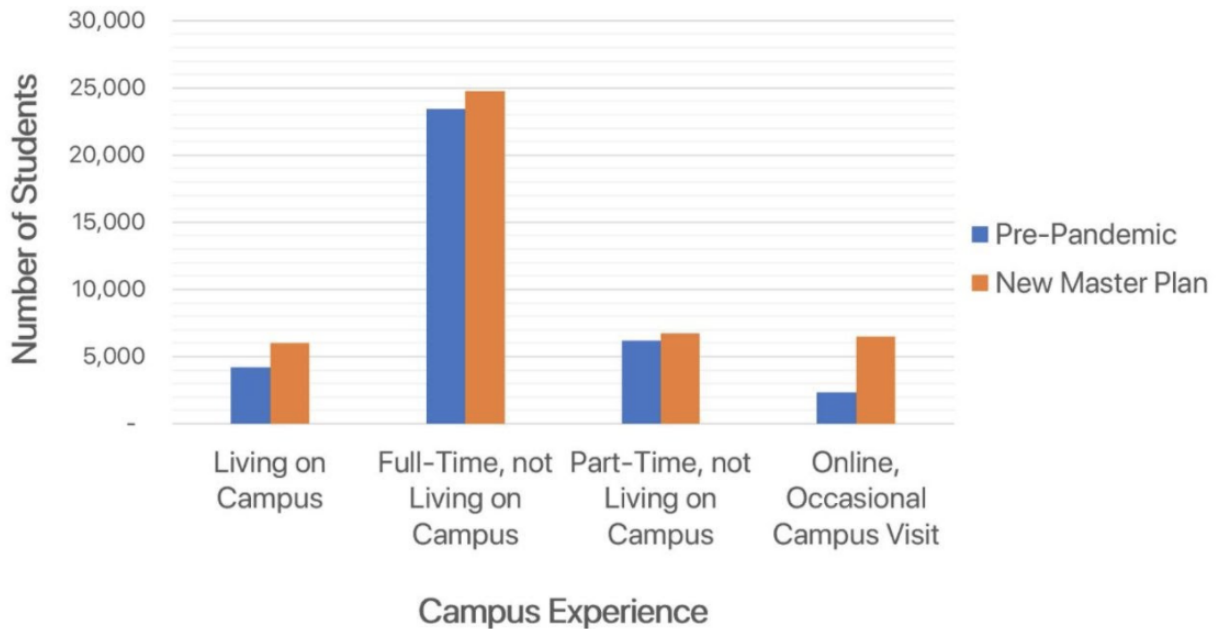


- 30,207 total Fall FTES in 2020
 - Potential for total Fall FTES of 37,500 in 2040, including online and Special Session.
- 23,718 Fall FTES taught on campus in 2019 (pre-pandemic)
 - Potential for 27,500 Fall FTES to be taught on campus in 2040 with increase in facilities and effective space management.
- Face-to-Face courses on campus drop from 80 percent to 55 percent of total instruction.*
- Hybrid courses increase to about 15 percent.*
- Online courses, including Special Session, increase to 25 percent.
- Face-to-Face courses offered off-campus account for about 5 percent of total instruction.*

* Face-to-Face and Hybrid courses may include lab, activity, and/or lecture/discussion configurations.

** Technical support requirements vary by instructional format.

Future Student Clusters and Campus Experience



- Undergraduates living on campus need 24 X 7 services and support.*
- Full-time students not living on campus need daily services and support, including evenings.*
- Part-time students not living on campus need services and support on the days and hours when their classes meet.*
- Students enrolled in academic programs offered entirely online or entirely off-campus may be interested in occasional campus activities or events.

* Full-time and part-time students may enroll in a combination of face-to-face, hybrid and/or online classes.

Master Plan Takeaways

- Facilities and services to support campus life for all students whether they live on campus, enroll full or part-time, or learn remotely.
- Additional space focused on emerging modes of instruction and effective space management.
- Increase overall Main Campus capacity from 25,000 up to 27,500 Full-Time Equivalent Students (FTES) taught on campus (as a working number for the new Campus Master Plan).

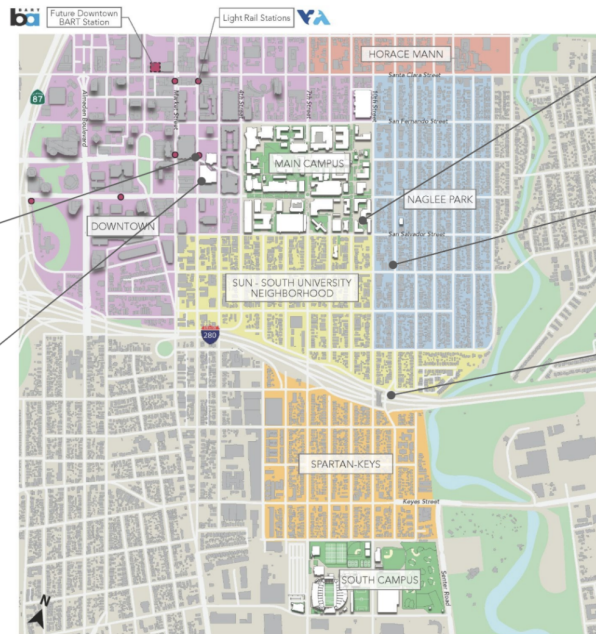
Housing

Where the SJSU Population Lives Today

Off-campus commuting by transit (36% of students; 17% of employees)

New near-campus housing (Alquist)

SJSU is similar to other urban public downtown campuses in providing housing for about 11% of its students (15% of undergraduates).



On campus (about 15% of undergraduates)

Off campus within walking distance (11% of students; 3% of employees walked)

Off campus commuting by car (41% of students; 72% of employees drove alone)

About 50% of students and 37% of faculty live more than 30 minutes away.

Fully remote (4% of instruction; 6.5% of students)

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Leadership Direction

- Since University-owned housing contributes to student success, SJSU aspires to provide more housing for students, faculty and staff so that they can live on Main Campus, nearby, or in a place well-connected by transit
- Housing is envisioned as part of new mixed-use development on campuses
- The University encourages, supports, advocates, more affordable housing near the campus
- The University seeks to partner with student-serving organizations or institutions to provide more affordable housing

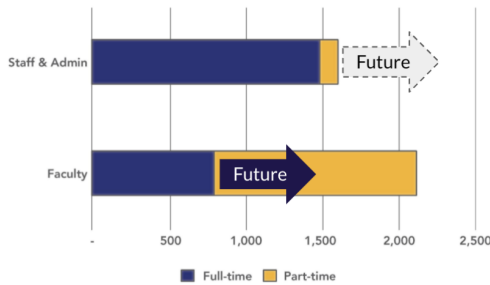
Master Plan Takeaways

- Design the Alquist building to be faculty and staff housing in the near term.
- Replace Washburn, Joe West and Dining Commons for a net addition of 1000 beds and new dining facility over phases.
- Potentially partner with student-serving housing organizations to provide the housing needed.
- Consider building housing at and other SJSU locations in the long-term.

The Future of Work

Leadership Direction

Today



Future

- Evolve to more full-time faculty with mix of tenured and tenure track and full-time lecturers complemented by part-time lecturers
- Over the next 20 years there will be more diverse employees, with more tenure-track and full-time faculty.
- Face-to-face, blended/hybrid, and remote work, teaching, and learning will continue to evolve, which can mean reconsideration of the value of spaces on-campus and off-campus.
- There will be more staff and infrastructure support for future hybrid work patterns and hybrid instruction.
- On-Campus services and support should expand to serve extended hours and be more consolidated on campus.
- Telecommuting will have the potential to move some activities off-campus, especially services that are not public facing.
- Potential partnerships with other colleges and universities should be explored to better serve the region, especially near transit, to support the future of work.
- This model for work will mean new spaces and also the potential to move some activities elsewhere.

Work in 2040 will mean:

People

- More diverse student, staff, and faculty population
- More interest in convenience and premium experience
- More interest in shorter work week or gig work

Patterns

- Business hours shift beyond 8 to 5
- More telecommuting
- More virtual instruction (labs too)
- More web-connected infrastructure

Master Plan Takeaways



A space utilization strategy needs to evolve as work patterns change.



More new flexible, non-dedicated spaces will be needed to accommodate different modes of work, sharing and collaboration.

Future Needs for On-Campus Spaces include:

- Flexible spaces that can be shared or used for collaboration
- Hoteling/conference space (sleeping and working)
- Infrastructure that supports advanced technology
- Production space for virtual activities
- Satellite and off site space
- Partnerships with other colleges and universities that permit SJSU affiliates to use them
- Off site spaces that are near public transportation
- Form that enables high function

- A space utilization strategy on-campus needs to evolve as work patterns change.
- More new flexible, non-dedicated spaces will be needed to accommodate different modes of work, sharing and collaboration.
- Campus Community Spaces will be needed to support work while on Campus. These spaces should form a network that supports work, research collaborations, in-service training, social functions, and events on campus and embody the commitment to Diversity, Equity, and Inclusion in the design of physical spaces to support a welcoming environment and provide a better sense of belonging.
- Outdoor spaces will play a bigger role as functional spaces for working, teaching, and learning.
- Production spaces for online experiences (teaching, trainings, events, augmented reality) are needed on-campus

Future spaces to promote community and care, and commitment to DEI

- More gathering spaces especially outdoors
- Outdoor roof decks for studying, meeting, and hosting events
- Space planning that supports unit/college identities (within reason)
- Employee wellness space
- Space for amenities like dry cleaning
- Rest/break rooms
- Daycare
- Affordable housing
- Built in ergonomics/Accessibility
- Meditation / prayer space, Ablution stations
- Lactation rooms
- Gender neutral bathrooms and locker rooms
- Architecture and art installations that share our history of racial justice and injustice



Campus community spaces will be needed to support work while on campus.



Outdoor spaces will play a bigger role as functional spaces for working, teaching, and learning.