



# Overview of Student Affairs Strategic Planning: Building the Plane as We Fly

Bernard Anderson, Ph.D.

Associate Vice Chancellor for Student Life



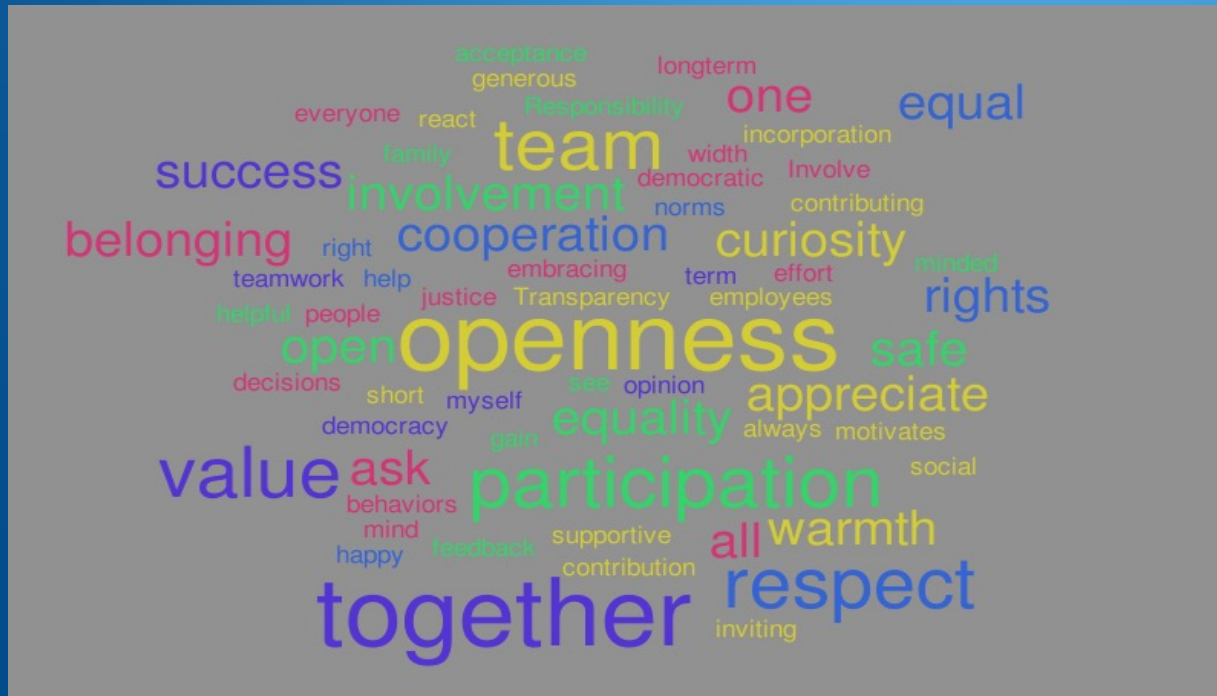
## Flight Plan for the Day

*“Operating without a strategic plan is akin to flying without a flight plan” (Moneta, 2021).*

- What is Strategic Planning?
- The Strategic Process: Keys to Success
- Typical Elements of Strategic Planning
- Guiding Principles
- Getting Ready for Takeoff



# Word Association: What Word Comes to Mind When You Think of Strategic Planning?





## What is Strategic Planning?

- “Strategic planning is the process of determining what a student affairs organization intends to be in the future and how it will get there” (Ellis, 2010).
- “Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (Bryson, 2004).

# The Strategic Process: Keys to Success

- Three fundamental questions:
  - Where is the student affairs organization now?
  - Where do we want the student affairs organization to be in the future?
  - How do we plan to get there?





# Typical Elements of Strategic Planning



# Vision Statement

- What difference do we want to make?
- What do we want the future to be?
- Short, aspirational, stable over time



# Vision Statement

“Student Affairs empowers students to envision their most rewarding future and supports them to engage resources of UW Tacoma and the South Sound to make their vision a reality.”





# Mission Statement

- Statement of fundamental purpose
- How will we make the vision come true?
- Concise, outcome-oriented



# Mission Statement

“Student Affairs champions holistic learning and success for UW Tacoma students. We remove barriers for students, engage them as partners to create an inclusive campus community and equip them for lives and careers that have meaning and impact.”



# Core Values



- Broadly shared beliefs that define and distinguish our culture.
- Accountability
- Empowerment
- Equity
- Grit
- Inclusivity
- Service
- Student-Centeredness



# SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

# Goals



- What will we do to accomplish our mission and work towards our vision?
- Typically 3-5 goals within the plan

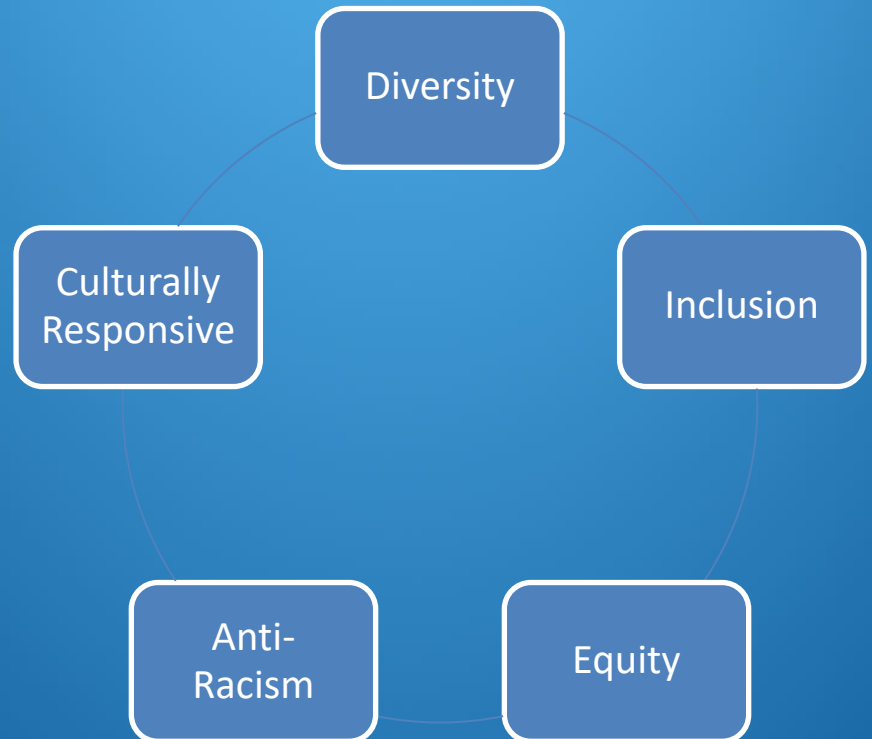
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# Goals



- Vice Chancellor's 5x5 Constants:
  - Recruitment and Yield
  - Retention (Students & Employees)
  - Community Building & Customer Service
  - Well-Being and Safety
  - Innovation and Change



# Objectives



- How will we accomplish each goal?
- Typically 4-6 objectives per goal.



# Actions



- What specific actions are required to accomplish each objective?
- For each action:
  - Resources
  - Accountability
  - Timelines
  - Assessment







# Guiding Principles

- Assessment will be ongoing and integrated into decision-making.
- Feedback from multiple stakeholders should be obtained (surveys, focus groups, etc.).
- Perspectives outside of Student Affairs need to be heard.
- SMART goals are essential.
- Keep it simple (5-10 pages max).
- Our anti-racism and DEI work should be embedded within the plan.
- Tie-in to the campus strategic plan.



## Getting Ready for Takeoff...

- Form and charge the steering committee
- Establish a strategic planning section on the Student Affairs website
- Establish work plan and meeting schedule
- Begin work in February or March
- Stay tuned for more information!



## References

- Bryson, J.M. (2004). Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.
- Ellis, S.E. (2010). Introduction to Strategic Planning in Student Affairs: A Model for Process and Elements of a Plan. *New Directions for Student Services*, no. 132.
- Moneta, L. (2021). The Business of Student Affairs: Fundamental Skills for Student Affairs Professionals.