

# **Student Affairs Division-Wide Meeting**

## **November 14, 2008**

**Welcome**

Veril Phillips



**SAN JOSÉ STATE  
UNIVERSITY**

# Student Affairs Division-Wide Meeting

## Opportunity

Drawing for basketball game tickets



SAN JOSÉ STATE  
UNIVERSITY

# **Student Affairs Division-Wide Meeting**

## **Spotlight Awards**



**SAN JOSÉ STATE  
UNIVERSITY**

# **Student Affairs Division-Wide Meeting**

## **The Strategic Future for Student Affairs At San José State University**

**Veril L. Phillips**

**Vice President for Student Affairs**



**SAN JOSÉ STATE  
UNIVERSITY**

## Agenda for today

- Describe a few key observations from Keeling and Associates' review of division
- Frame the strategic plan from K & A
- Get your input about the future of our work together



# Engagement with Keeling and Associates

## PURPOSES

- Review the division and provide observations and recommendations
- Assist in the development of a strategic plan for the division



# Scope of Engagement - Keeling and Associates

- Mission, vision, and direction of the Division
- Principles and priorities
- Organizational structure and administrative and management relationships
- Working relationships and collaborations
- Effectiveness, reach, and value of major programs and services
- Adequacy and functionality of facilities



# Scope of Engagement of Keeling and Associates (continued)

- Future challenges and opportunities
- Core infrastructure, including technology
- Desired and demonstrated student learning and operational outcomes
- Assessment and evaluation activities
- Image, credibility, and reputation

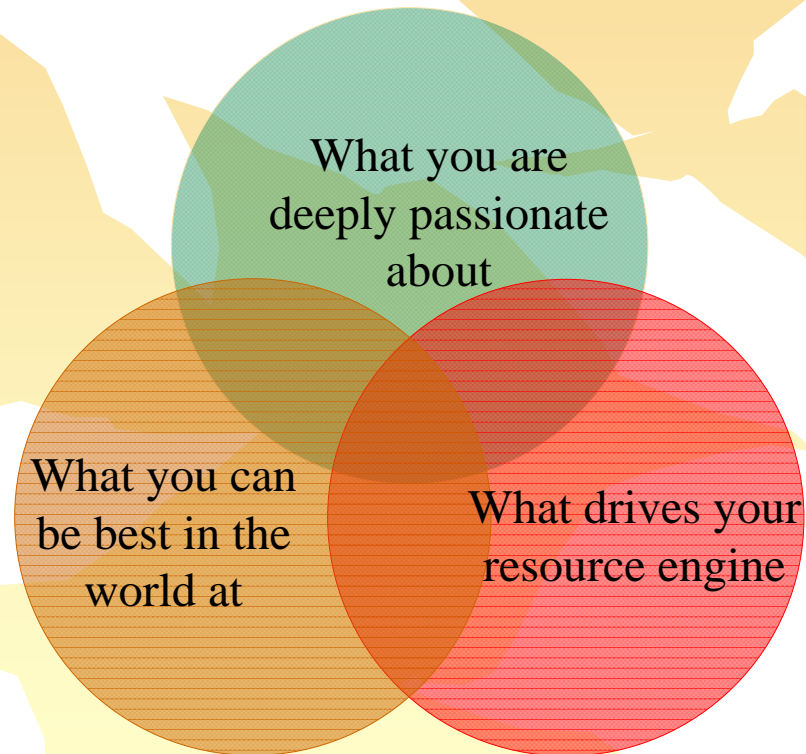


# A Few Key Recommendations of Keeling and Associates

- Increase focus on strategy
- Resource allocation matrix
  - Mission-centeredness
  - Greatest good for the greatest number
- Organizational structure and centralized services
- Ideas for specific organizational changes
  - Will be considered later

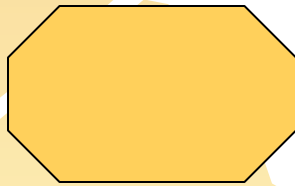


# Strategic thinking—Hedgehog Concept (Jim Collins' Good to Great)

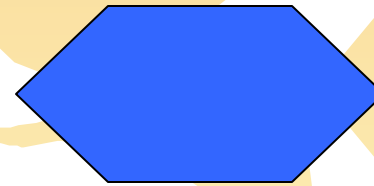


# Resource Allocation Matrix

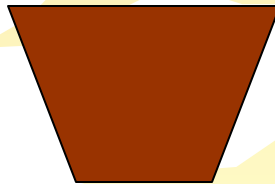
Greatest good for greatest number



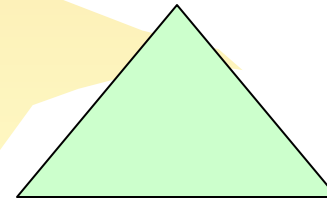
Mission peripheral



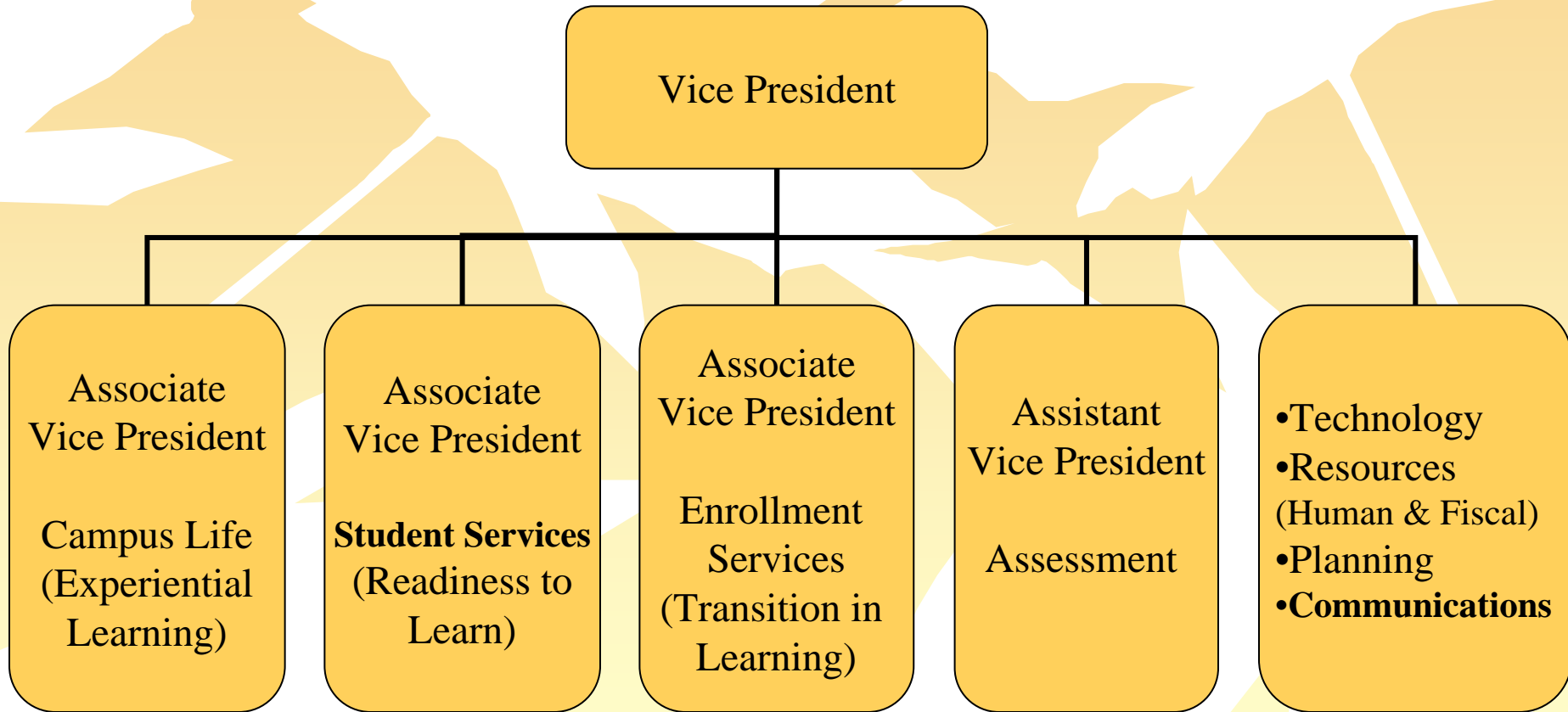
Mission centered



Strong outcomes for specific groups or  
Limited outcomes



# Organizational Structure and Centralized Services



## **Strategic Plan - Mission**

**The mission of the Division of Student Affairs is**

- **to advance student learning for a lifetime,**
- **support students in their development as whole people,**
- **and promote an inclusive learning environment.**



## Strategic Plan - Goals

- **Increase the emphasis on student learning**
- **Become more effective and efficient operationally**
- **Increase focus on strategy**



# Increase the Emphasis on Student Learning

- **Support and enhance student learning and success (Goal 1)**
- **Create and sustain a broadly inclusive, student-centered learning environment (Goal 2)**
- **Implement assessment activities to support student learning (Goal 4-partial)**



# **Become more effective and efficient operationally**

- **Strengthen organizational and operational effectiveness (Goal 3)**
- **Implement assessment activities to support operational effectiveness (Goal 4-partial)**
- **Develop and enhance staff capacity and expertise (Goal 5)**



## From Tactics to Strategy

- **Focus on outcomes and outputs, not on inputs**
  - **Quantitative examples:**
    - **What percentage of students participating in this activity met our learning objectives?**
    - **What is the elapsed time before serving 50% of students who need it?**
  - **Qualitative evidence showing progress toward superior performance.**



## Table discussion – From Tactics to Strategy

- **List two or three outcomes or outputs that you'd like to see upgraded to superior performance (not just good).**
- **For each outcome, what are your ideas for evidence of superior performance?**
  - **Quantitative?**
  - **Qualitative?**



# **Student Affairs Division-Wide Meeting**

## **Lunch**



**SAN JOSÉ STATE  
UNIVERSITY**

**Student Affairs Division-Wide Meeting**

**Introduction of New Staff  
in the Student Affairs Division**



**SAN JOSÉ STATE  
UNIVERSITY**

# **Student Affairs Division-Wide Meeting**

## **Announcements**



**SAN JOSÉ STATE  
UNIVERSITY**

# **Student Affairs Division-Wide Meeting**

## **Drawing for Basketball game tickets**



**SAN JOSÉ STATE  
UNIVERSITY**

# **Student Affairs Division-Wide Meeting**

## **See you at the Holiday Social**

Wednesday, December 10, 2008

11:00 am - 1:00 pm

Barrett Ballroom



**SAN JOSÉ STATE  
UNIVERSITY**