Division of Student Affairs
UNIVERSITY OF COLORADO **BOULDER**

3 Year Strategic Plan

Lead Team

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Purpose and Scope

The purpose of this plan is to provide internal and external constituencies with the proposed Strategic Plan for the period of 2014-2015 through and including 2016-2017. The plan was developed with the input and analysis of both the Student Affairs Leadership Team, as well as from a broader group of individuals representing staff in the Division of Student Affairs. During the Fall, 2013 and Spring, 2014 semesters, multiple planning meetings were held, and historical data corresponding to the Division of Student Affairs were carefully analyzed. The plan presented in this document represents the results of these meetings and analyses.

Definitions of Terms

This Strategic Plan was developed using the [Business Performance Excellence](#) model supported by the Office for Performance Improvement (OPI) at the University of Colorado Boulder. The following terms apply to the Strategic Plan which follows:

Vision:

Vision statements generally encompass a 15-20 year period, and describe in very broad terms the aspirations of the organization.

Mission:

The mission statement for the organization represents a 3-5 year subset of the Vision.
In broad terms, the Mission Statement identifies: what the organization does; who are its critical & significant clients; and on a short-term (relative to the Vision) basis, where the organization is attempting to go, and how it will 'appear' when it arrives.

Vision & Mission Statement Requirements:

Vision & Mission Statements should be: (1) concise; (2) precise; (3) measureable; and with targets that are both (4) aspirational yet achievable.

Value Proposition:

The Value Proposition describes those compelling value-added elements or features of the Division's programs &/or services.

Construct Analysis:

The process of identifying major constructs, or themes, in the Vision and Mission, which are then translated into Critical Performance Measures (CPMs). These CPMs are subsequently used to generate associated metrics or measures to be employed and deployed (cascaded) throughout the organization.

Critical Performance Measures:

Critical Performance Measures (CPMs) are metrics which indicate the overall health of the program, unit, or area. Basically, they are the primary indicators of whether the organization's strategic and business plans are working effectively and efficiently. CPMs are further classified as KPIs or NFIs.

KPIs:

'Key Performance Indicators' - CPMs which are financially-based, such as ROI (Return on Investment), ROCE (Return on Capital Expended), or Net Revenue.

NFIs:

'Non-Financial Indicators' - CPMs which are non-financial in nature, such as assessed quality on a survey, percent of alumni engaging in an event, or the average GPA for student-athletes on a particular team.

Components of a Strategic Plan:

- Strategic Items
    - Require a significant change from the current level
    - Require improvements that would not occur from day-to-day, tactical or continuous improvement (Kaizen) activities.

- Tactical Items
    - Are part of normal business activity
    - Require maintenance or Kaizen improvement to prevent backsliding

- Strategic Intent:
    - A broad goal or objective
    - One of the 'critical few

- Strategic Objective:
    - A sub-component of a Strategic Intent
    - Includes a specific target or achievement
    - Still relatively broad. May encompass a number of administrative areas

- Focal Point:
    - A sub-component of a Strategic Objective
    - Highly specific; includes a target to be achieved and its milestone date

- Tactical Objective:
    - A sub-component of a Strategic Intent
    - Includes a specific target or achievement
    - As compared to a Strategic Objective, requires a low improvement rate; or simple maintenance

- Check Point:
  - A sub-component of a Tactical Objective
  - Highly specific
  - Includes a target to be achieved, or a level to be maintained, and its milestone date

- Enabler:
  - Typically an information system or database that must be created in order to measure a CPM or set a Target, or both

- Validation Metrics:
  - External measures over which the Lead Team has no control, only influence, but which can reflect evidence that to external constituencies, the Strategic Plan is working to achieve the stated objectives and goals.

Process Owner:

In the context of the Strategic Plan which follows, the Process Owner is the individual responsible for following progress on achieving the identified Target for each CPM, and bringing resource requests to the Student Affairs Lead Team when necessary. The Process Owners in the Student Affairs Strategic Plan are identified by their initials, using the format '{XX}', based on the following Legend:

Name	Initials
Barney Ballinger	BB
Paula Bland	PB
Carlos Garcia	CG
Christina Gonzales	CMG
Kambiz Khalili	KK
Randy McCrillis	RM
Don Misch	DM
Jim Davis Rosenthal	JDR
Lisa Severy	LS

In the assignment of Process Owners, the guideline associated with the BPE model is that each individual CPM and its Target must have a single, identifiable, Process Owner accountable for the progress of that portion of the Strategic Plan.

Division of Student Affairs

Strategic Architecture & Construct Analysis

Purpose

Student Affairs facilitates and enhances the personal growth, success, health, and well-being of every student at the University of Colorado Boulder.

Core Values and Operating Principles

We are a collaborative team:

- creating and embracing a welcoming, inclusive environment;
- committed to working together with mutual respect and a shared vision;
- where every individual is committed to excellence in everything we do;
- with a dedication to ethics and integrity; and
- continuously improving and leading through innovation.

Vision

To be a national leader in the provision of exemplary programs and services that enhance student success.

Mission

To develop and implement innovative programs and services that positively impact retention and graduation rates, engagement, campus climate, and student success.

Value Proposition

With our holistic understanding of students, we are uniquely positioned to personalize the student experience and advocate for students, enhancing their success inside and outside the classroom.

Validation Metric

Percent retention, all undergraduate students combined.

Construct Analysis

Based on the content of the Vision & Mission Statements, four major constructs (themes) have been identified:

- Targeted Student Success
- Climate
- Retention
- Graduation Rate

For each of the four Constructs, Lead Team Level (1) CPMs, and their associated metrics (KPIs and NFIs), current state, and targets were identified. Based upon the size of the gap between the current, historical, or estimated state of each KPI or NFI and the Target as identified by the Lead Team, each of the metrics were incorporated into the Strategic Plan as either a Focal Point or Check Point.

In this document you will see several targets listed as 'TBD'. This is due to the fact that some data are currently unavailable, and must be collected and analyzed in order to establish a performance baseline so that a target can be established.

CONSTRUCT: *Targeted Student Success*

CPM: *Participation Rate*	
Level 1 Metrics	*3 Year Targets*
Weighted % of students who needed non-mandatory service and took advantage of it*	TBD

CPM: *Program Effectiveness*	
Level 1 Metrics	*3 Year Targets*
Total weighted % students who evaluated programs as useful, or meeting a specific learning outcome*	70%
% of students assessing the program as contributing/influencing their success on a self-analysis instrument after 6-12 months (All programs) *	TBD after baseline established

CPM: *Program Efficiency*	
Level 1 Metrics	*3 Year Targets*
# Served / $ Spent*	Within 10% of median as benchmarked against comparable departments/divisions at other universities

* Enabler Required

CONSTRUCT: *Climate*	
CPM: *Welcoming Environment*	
Level 1 Metrics	*3 Year Targets*
% Students experiencing a welcoming residential environment	TBD when data are available
% students experiencing a sense of welcome in the Student Affairs office/department in which they seek services*	90%
Average rating from students in underrepresented groups who feel that the UCB social climate is welcoming	3.8 (as measured on a 5 point scale)
% of Students assessing social activities as welcoming*	80%

* Enabler Required

CONSTRUCT: *Retention*	
CPM: *Student Retention*	
Level 1 Metrics	*3 Year Targets*
Weighted 3 year average retention % among entered-as-freshmen students of color (weighted %)	Increase to 3 year average for Caucasian students
Weighted 3 year average retention % among entered-as-freshmen International Students	85% to 2nd fall
Weighted 3 year average retention % among 1st generation entered as freshmen	80% to 2nd fall
Weighted 3 year average retention % among entered-as-freshmen, all students without color	86% to 2nd fall
Weighted 3 year retention % among Veterans [receiving educational benefits (primary, not transferred)]	80% to 2nd fall
Validation Metric (V)	
% retention, all entered-as-freshmen students combined	

CONSTRUCT: *Graduation Rate*	
CPM: *Graduation Success*	
Level 1 Metrics	*3 Year Targets*
Weighted % of undergraduate students who graduate in 6 or fewer years.	70% (3 year average)

Division of Student Affairs

3 Year Strategic Plan

Strategic Intent 1: Significantly improve the effectiveness of Student Affairs programs and activities

Strategic Objective 1.1: Significantly improve the post-graduation assessment of Student Affairs programs by program participants

> Focal Point 1.1.1: Significantly increase the weighted % of participating students assessing the programs in Student Affairs as contributing to or influencing their success 6-12 months after graduation to be at least TBD by 2017 {DM}

Tactical Objective 1.1: Achieve an incremental increase in student participation in non-mandatory services

> Check Point 1.1.1: Achieve an incremental increase of at least TBD% in the weighted % of students who needed a non-mandatory service and took advantage of it by 2017 {DM}

Tactical Objective 1.2: Achieve an incremental increase in student assessed usefulness of Student Affairs programs

> Check Point 1.2.1: Achieve an incremental increase of at least TBD% in the weighted % of students who evaluated programs as useful, or meeting a specific learning outcome, by 2017 {JDR}

Tactical Objective 1.3: Achieve benchmark level efficiency for Student Affairs services

> Check Point 1.3.1: Achieve performance within 10% of median on the 3 year average of # served / $ spent compared to comparable departments / divisions at other universities by 2017 {KK}

Tactical Objective 1.4: Achieve and maintain minimum retention rates among all student populations

> Check Point 1.4.1: Achieve and maintain a weighted 3 year average retention among entered-as-freshmen students of color that is equal to or greater than the weighted 3 year average retention among white students by 2017 {RM}

> Check Point 1.4.2: Achieve and maintain a weighted 3 year average retention of at least 85% to 2nd fall among entered-as-freshmen International students by 2017 {RM}

> Check Point 1.4.3: Achieve and maintain a weighted 3 year average retention of at least 80% to 2nd fall among 1st generation entered-as-freshmen students by 2017 {RM}

Check Point 1.4.4: Achieve and maintain a weighted 3 year average retention of at least 86% to 2nd fall among all white entered-as-freshmen students by 2017 {LS}

Check Point 1.4.5: Achieve and maintain a weighted 3 year average retention of at least 80% to 2nd fall among Veteran students [receiving educational benefits (primary not transferred)] by 2017 {BB}

Tactical Objective 1.5: Achieve and maintain acceptable levels for 6 year graduation rates

Check Point 1.5.1: Achieve and maintain a weighted 3 year average graduation rate for undergraduates of at least 70% within 6 or fewer years by 2017 {LS}

Strategic Intent 2: Significantly improve the campus climate for students

Strategic Objective 2.1: Achieve a significant change in the campus climate for selected student groups

Focal Point 2.1.1: Significantly increase the average rating from students in underrepresented groups who feel that the UCB social climate is welcoming to a minimum of 3.8 on Institutional Research's social climate index by 2017 {CMG}

Note: Strategic focus will be on African-American students through 2017

Tactical Objective 2.1: Achieve a welcoming environment for all student groups

Check Point 2.1.1: Achieve and maintain a minimum of x% of students experiencing a welcoming residential environment by 2017 {PB}

Check Point 2.1.2: Achieve and maintain a minimum of 90% of students experiencing a sense of welcome in Student Affairs when they seek services by 2017 {KK}

Check Point 2.1.3: Achieve and maintain a minimum of 80% of students assessing social activities as welcoming by 2017 {CG}

Enablers to the Strategic Plan

Enabler 1.1: Create and deploy a system that will capture student assessment and evaluation results for Student Affairs programs and social climate

Enabler 1.2: Create an estimation of the size of the population which could potentially be

served as associated with each non-mandatory program

Enabler 1.3: Create and deploy PBA records that capture and report retention and graduation rate data among all student populations