

Strategic Planning Becomes Assessment

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Chief of Staff

What is Appreciative Inquiry?

Appreciative Inquiry is the cooperative search for the best in people, their organizations, and the world around them. It involves systematic discovery of what gives a system 'life' when it is most effective and capable in economic, ecological, and human terms.

Art of Inquiry

“Create a positive question habit” Diane Whitney



Pepper with questions

A Powerful Question:

- **Is thought-provoking and invites reflection and finding deeper meaning**
- **Expands possibilities or focuses attention**
- **Brings underlying assumptions to light**
- **Stimulates curiosity and creativity**

(*Vogt, E., Brown, J., and Issacs, D. (2003). The Art of powerful questions: Catalyzing insight, innovation, and action. Whole Systems Associates: Mill Valley, CA.)

Our Four Questions:



1. Share a strength that you bring to your work in Student Affairs.

2. Share a success story from the past year. What was your part in the success? Did you collaborate with another unit? What strength does this success story demonstrate about our Division?

3. How would you describe the work and services that Student Affairs provides...

4. Thinking about Student Affairs three to five years from now, what two wishes do you have for the Division? What's an even bolder vision?



SA Staff:

Our greatest *STRENGTHS* (148):

- Compassion/Empathy (24, 16%)
- Passion/Commitment (22, 15%)
- Collaboration (19, 13%)
- Supporting Students (14, 9%)
- Communication (13, 9%)
- Flexibility (11, 7%)

Our biggest *SUCCESSES* (146):

- Collaboration (61, 42%)
- Supporting Students (13, 9%)
- Communication (10, 7%)

What we *WISH* for (147):

- Funding (24, 16%)
- Collaboration (22, 15%)
- Supporting Students (15, 10%)
- Technology (12, 8%)



SA Student Staff:

Our greatest **STRENGTHS** (183):

- CAPS (23, 13%)
- CLAS (23, 13%)
- EOP (17, 9%)
- Student Health (17, 9%)
- Financial Aid (13, 7%)
- Career Services (12, 7%)

Our biggest **SUCCESES** (181):

- CAPS (23, 13%)
- CLAS (23, 13%)
- EOP (17, 9%)
- Student Health (17, 9%)
- Financial Aid (13, 7%)
- Career Services (12, 7%)

What Student Staff **WISH** for us (162):

- Supporting Students (60, 37%)
- Resources (28, 17%)



Students:

Our greatest *STRENGTHS* (160):

- CLAS (25, 16%)
- CAPS (22, 14%)
- EOP (15, 9%)

Our biggest *SUCCESES* (158):

- Resources (35, 22%)
- Supporting Students (29, 18%)
- CAPS (22, 14%)

What our Students *WISH* for us (95):

- Supporting Students (42, 44%)
- Resources (31, 33%)

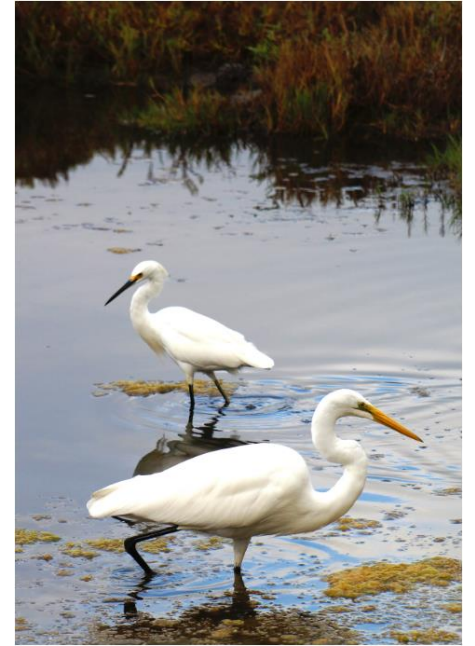
Interesting Findings



- Staff viewed SA strengths through the lens of *how we do our work*, whereas students (including student staff) viewed SA strengths through the lens of what services we provide that they most value.
- An amazing 42% of successes mentioned by staff involved collaboration. Improved collaboration was also one of the top staff wishes.

Interesting Findings (cont'd)

- The lists for all three categories were surprisingly similar for students and student staff.
- Funding was, not surprisingly, the #1 wish among SA staff, but was, interestingly, only mentioned in 16% of responses.
- Supporting students and resources were the top two wishes from both students and student staff.



A person is walking along a wooden fence on a hillside. The fence is made of vertical wooden posts and horizontal rails. The hillside is covered with green bushes and trees. The sky is a clear, bright blue. The overall scene is peaceful and scenic.

**Do you see the work of
your department in the Strategic Plan?**

**Do you see your own work in the Strategic
Plan?**

How might we create a template or framework for each department to develop a department strategic plan?

How best to motivate folks to do the work?

What barriers will slow the work down?



Thank you!

Deb Karoff
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