

**Opportunities**

How would we leverage our strengths to take advantage of opportunity?	Action Steps	Resources	Source	
<b>Communication</b>	plan to improve communication with large C-U community, to improve town/gown relationships		External	
	strengthen partnerships with Academic Affairs		External	
	leverage technology and expertise to communicate		External	
	connect students w/opportunities in CU communities		External	
	For two years, take all professional development \$ and put it toward staff orientation	Buy the new website technology, give us templates and standards to move forward		Internal
	Use Strategic Plan to get all of us on message, reinforce it to make decisions	Hire people for front end, get us off the ground, hire staff (external) to get started and hire our own to maintain it		Internal
	Data - share the story and fold it in...	Shepherd the updates		Internal
	Better prioritization that defines what we communicate	staff		Internal
	Decide the mechanism for communication (we don't have a Clearing House)	technology		Internal
	Understand where duplication of programs and services			Internal
	Understand the current mechanisms around communications to know where to go			Internal
	Create <u>one</u> calendar with all Student Affairs activities			Internal
	Fold posting SA events to all campus calendar			Internal
	Onboarding staff; package of resources from Vice Chancellor's office to give a global view - electronic year book; Vice Chancellor overview; 1person from each dept/unit - departments add their pieces/people	Communication with students: develop a plan/resource; connect with campus communication committees		Internal
To create accessible, student-focused websites, communication as resource navigation			Internal	
Students should be able to have a one-stop shop for reserving space			Internal	
<b>Collaboration</b>	build and grow relationships with existing community structures	commitment of key leadership to support campus/community collaboration activities	External	
	work on committees for specific prospects (e.g. Homecoming), campus and community)	identify students (align their interests) and give them access to these collaborations	External	
	capitalize on diversity we have on campus	communication resources to enable faculty in collaboration opportunities	External	
	use students/empower students to be ambassadors on behalf of Student Affairs		External	
	SA list serve	Time	Internal	
	Know you unit/office/SA resources directory	IT to set up listserv	Internal	
	"Office crawl" type open house	Collaboration to put together directory	Internal	
	Review functions and programs to combine rather than duplicate	Consultant in organizational structure	Internal	
	Collaborative use of shared space rather than charging requesting units	Administration 'mandate' to improve efficiencies	Internal	
		Time for collaborative planning meetings	Internal	
		Increased communication of potential collaborative programming and services	Internal	
	Stop charging each other: evaluate costs and those paying	Time	Internal	
	Breaking down in territorial culture e.g. Wellness (often each office feels...)	Money*	Internal	
	Mandate funding for collaborations (bonuses for...)	* Hire a Director of Student Affairs Collaborations	Internal	
Create a think tank for: ideas, possible collaborations, existing collaborations	Student Affairs Intranet - Pinterest for Student Affairs	Internal		
	Student Affairs YouTube Channel	Internal		
Show the benefit of collaboration	Partner on how we can work together to serve students without it taxing units and morally	Internal		
Fees inhibit collaboration - increase partnerships, flexibility needs to be built in		Internal		
<b>Internal/External Partnership Building</b>	Focus collaborative events on particular topics, resulting in action items/specific takeaways		Internal	
	Communicate opportunities from top down within departments (e.g., Dept Head encourages faculty/staff to attend specific events that would benefit them)		Internal	
	Establish what resources are available	Need staff to lead initiatives - committee?	Internal	
	Comprehensive SA annual report - no central home for SA info for offices to access	Mentor program across units	Internal	
	Build partnerships internally from start with quarterly onboarding	Better communication funnel. Frontline staff collaboration	Internal	
	Make sure there is complete transparency within offices to build trusting partnerships		Internal	
Central administration having knowledge of each depts' work to connect for certain partnerships		Internal		
<b>Improve Staff Retention/Professional Development/Training</b>	identify causes of turnover that relate to job performance and environment (excluding outside factors)	external assessments of individual area that show higher turnover rates than the average	External	
	invest in cultural programs that show how valued Team Members are in their role		External	
	current organizational structure to support needs of Student Affairs		External	
	staff wellness and turnover	drive team selection and team building around improving culture that helps people feel valued and that they have a team path as an individual path	External	
	enough people and jobs to match up with student needs and the depth of their job responsibilities		External	
	how to give people ownership on the breadth on the breadth of job role		External	
	More sharing of resources re: professional development (e.g., digital opportunities)	Practical analysis of staffing needs and upcoming changes	Internal	
	Leverage communication of dual-career program	Systems: HR	Internal	
	Retention packages - where do they start? At what level?	Staff cross-training	Internal	
	Focus on career progression at all levels		Internal	

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	Succession planning *how to fill spots when people leave		Internal
	Create consistent, centralized HR practices	Funding	Internal
	Onboarding consistency	Staffing	Internal
	Consistent training programs - with subset tailored to each unit	Leadership (top-down) mandate	Internal
	Possible training center	Communication and education to all of processes	Internal
	Training when there are major changes to the University or unit	Training tracking database	Internal
	Better communication of available training opportunities	Time	Internal
	Identify types of training that are truly needed		Internal
<b>Funding</b>	full review of student fee process and allocation	auditors	External
	secure appropriate student involvement	benchmarking w/other campuses	External
	make allocation of fee \$ more transparent	commitment from senior administration	External
	ask questions: if all students pay a fee for x service, is that service available for all?	performance-based assessment system	External
<b>Changing Demographics of Student Population</b>	identify demographic changes (service analysis: what are they using? What do they need?)	relationship building - investment here	External
	learn from research and benchmarking with other institutions (not just who we think of as peers)	access to data	External
	pay attention to needs of different student groups - not just the quickly growing ones	staff to track changes in data	External
	developing a portfolio of services (out of current offering) for different groups	staff and \$ for programs	External
	empower all staff to serve students, remove silos	institutionalize - make this ongoing commitment	External
<b>Fees</b>	take a data-driven approach to assess impact to help better understand where money goes	audit of fee structure overall to see how resources can better be shared	External
	transparency on process and fees (website)	re-assess resource support	External
	sustainable budget model		External
	better OBFS policies on reimbursement and processes		External
	communication with OBFS		External
<b>Growing the Brand (Expanding the knowledge)</b>	Training current staff and communicate to new staff what Student Affairs does, how it is broken down into departments i.e., provide a "family tree" of the larger SA organization, etc.	Assessment: how do we train new Student Affairs staff? What resources, continuing education are available? Who's in charge of training and providing internal information?	Internal
		Devise strategy for providing more internal communication	Internal
		Provide feedback on progress for changes - keep SA more informed	Internal
<b>Date Usage/Fiscal Responsibility/Allocation</b>	Use the data we have - share, make accessible, user friendly	Robust tool to look at data	Internal
	Decide what we are trying to do with assessments: Staff and students; Representative samples; Show value of surveys - let people know they are heard	Staff for assessment, data analysis	Internal
	Work with IT to harness data	Division needs to give support - standardize collection	Internal
	Coordinate efforts		Internal
<b>Streamlining Processes and Reducing Redundancy</b>	Define and document current steps		Internal
<b>Learning From Each Other</b>	Student Affairs Conference	Time	Internal
	Hiring managers and sharing information regarding hiring systems, procedures, etc.	Motivation/encouragement/empowerment/incentives	Internal
		Placing value on the trainings	Internal
		Encouragement on work/life balance	Internal
		Mental wellness for staff	Internal
<b>Outreach</b>	Develop communication plan around centered around an in-reach plan	Buy-in from administration and units (prioritize)	Internal
	Develop co-curricular transcript for students	Willingness and bandwidth to participate and follow through	Internal
		Database to house information	Internal
		Office oversight (which one)	Internal
		Human capital	Internal
		Format, timeline(s)	Internal

## Challenges

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<b>Decentralization</b>	map existing communication channels between students, between units/students, between units/units, between campus/community - look for gaps and redundancies	I-news? (is that a thing?)	External
	integrate systems/portals/etc. where centralization makes sense (ex. Calendars, software, web applications)	\$\$\$	External
	allow students and staff to customize communication preferences to minimize oversaturation of information; tags for targeted populations to track who we are serving	user experience expert	External
	act as a sifter to prioritize information going to gatekeepers to share	quality over quantity in programming - grow not add	External
	do an assessment (find out limitations, asking what people doing at the different levels)	hiring people	External
	create an advisory board (have student representatives)	communication platform (technology) that connect people, ideas, etc.	External
	do quarterly or regular assessments (e.g., lots of people working on sexual violence initiative)	more \$ for technology, hiring people, etc. (without raising student fees)	External
	more summit-like sessions (to address issues like racism)		External
	hire lots of liaisons and advocates to go to everyone and connect everyone (that's their only job)		External
	look at policy (hire people to do just this)		External
use technology (have an accessible database that everyone uses)		External	
have peeps from all different SA groups come together at the Union at specific time of month so student can have a one-stop-shop experience to learn about resources		External	
<b>Communication</b>	Hierarchical - has to start with leadership	Support: technology and staffing	Internal
	Develop a <u>communication plan</u> + marketing director		Internal
	Need imagination		Internal
	Strategic report out at SA Kick-Off	Leverage new staff in VC's office to coordinate communication throughout SA	Internal
	More contact between Vice Chancellor's office and individual units throughout Student Affairs - <u>listening tours</u> (assess questions of SA staff); communication of VC office's vision	Make notes from administrative meetings available throughout SA - cascading communication	Internal
	More 2-way communication so that units can tell VC's office <u>what</u> we need to know about		Internal
At Student Affairs Kick-Off = more time and focus on hearing and addressing staff's concerns		Internal	
<b>Staffing/Grown for Continuity/Focus on Diversity and Inclusion</b>	Hire more mid-level positions	Committees dedicated to evaluating where hiring is needed and how to fund more full time positions, so that not so much, energy, and money is lost on training part-time, temporary employees	Internal
	Reallocate funding so that more goes to mid-level positions		Internal
	Take care not to add more steps, know what the actual policies are and do it the same way across the division; reduce extra policy	What are the needs to deliver programs and services? Do we need the positions we are trying to fill?	Internal
	Antiquated state civil service system not going anywhere - how can we work with it?	Organizational review to prepare for the University of the future	Internal
	Be proactive and do the steps to refill positions. Think about that before it is vacant; check lists	Be conscious and research how the new generation of employees will work; to recruit and retain new employees	Internal
	Recruitment of student employees need to refocus, middle class students who would need and do work is shrinking. Those student jobs are missing	Supervisors to be culturally competent to supervise the next generation of employees	Internal
	identify causes of turnover that relate to job performance and environment (excluding outside factors)	external assessments of individual area that show higher turnover rates than the average	External
	invest in cultural programs that show how valued Team Members are in their role	drive team selection and team building around improving culture that helps people feel valued and that they have a team path as an individual path	External
	current organizational structure to support needs of Student Affairs		External
	staff wellness and turnover		External
	enough people and jobs to match up with student needs and the depth of their job responsibilities		External
	how to give people ownership on the breadth on the breadth of job role		External
Have an inclusive onboarding program (quarterly)	Speakers to facilitate	Internal	
Focus program on diversity and inclusion	Time (for staff to take) for inclusion and diversity programs	Internal	
<b>Funding</b>	Consider pooling certain \$ resources to streamline funding by need (including money generating units)	Consultant to review funding/organization	Internal
	Market SA services to show value (improved student success/well-being is good for graduation and career)	Administration "mandate" to improve efficiencies	Internal
		Application process for requesting use of fees that rewards collaboration and holistic well-being/success	Internal
	Review of our budget model	Buy-in (administration and units)	Internal
	Develop options for placing units within equitable ranges/impact	Human capital and time	Internal
	Go through a strategic planning process to make a decision		Internal
Develop a CMN plan		Internal	

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	Create an implementation plan Move forward		Internal Internal	
<b>Silos/lack of collaboration</b>	Accountability	how do we reduce the administrative impact of funding charges as depts? (less programming more salaries)	Internal	
	Critical conversations	How do we remove the barriers to fee and non-fee based unit?	Internal	
	Systemic change	How do we hold SA leadership accountable?	Internal	
	Structural change		Internal	
	Equitable reporting matrix		Internal	
	vis-à-vis SA strategic plan; work together to solve specific problems - cut overly-bureaucratic process and host task forces that are charged with carrying out recommendations emergent in our various reports. Identify wats to lessen bureaucracy to allow space for fox to get out of their offices/meetings and actually connect with our students and each other			Internal
	Bring units/department together to give information to others	Technology, IT, intranet	Internal	
Monthly meetings	Someone to manage the above (leader)	Internal		
Using technology (Microsoft Teams, intranet for Student Affairs)		Internal		
<b>Expanding Mental Health Needs</b>	through review of counseling center and McKinley - review current practices and philosophy	collaborating with DRES mental health services	External	
	increase staff	more staff (utilize counseling grad students?)	External	
	survey students about wants and needs -same day appointments an effective policy?	more space to allow for more privacy	External	
	explore academic coaching	community resources: CU and Chicago for referrals use SCD as a resource or space for students	External External	
<b>Changing Demographics/Potential Decrease in Future Class Size</b>	Identify potential impact/areas of impact	More interaction with students online	Internal	
	Attract non-traditional students (how to accommodate their needs)	Marketing tools plus funding	Internal	
	Need for SA services for online services (virtual access)		Internal	
<b>Increasing Student Body</b>	Our student body is increasingly diverse, with increased interest in tailored services. How do we respond effectively?	Needs assessment on the current campus	Internal	
	Know tomorrow's student: training/development unit-wide = asking who is coming? What are their needs?; Review trend data - anticipating the needs of incoming students; based on available data	Priority of student engagement (ex. Advisory committees, strategic plan)	Internal	
		Dissemination of information	Internal	
<b>Data/Assessment</b>	Need more professional development. Bring current employees up so they don't fear assessment	Technology	Internal	
	Create environment where staff feel able to grow in terms of learning about assessment (growth mindset)	Training/education	Internal	
	Create buy-in for whole process	Funding	Internal	
	Streamlining processes around data collection and assessment to create consistency	Staffing	Internal	
	Technology		Internal	
Increase capacity through more staffing when possible		Internal		
<b>On-line Education</b>	Move more programming and services online (identify appropriate programs and services) - virtual advising, online counseling	Staff and institutional buy-in/flexibility	Internal	
	Provide some services outside of traditional business hours		Internal	
	Address the loss of income associated with this paradigm shift		Internal	
<b>Motivation/Morale</b>	Intentional recognition on a small scale	HR's approval for flexible scheduling	Internal	
	Funds to reward (staff lunch)	Product from different offices for rewards	Internal	
	Flexible scheduling (as needed or occasional basis) especially for exempt employees		Internal	
<b>Adapting to Changing Nature/Needs of Students</b>	Goal: streamline business process for speed and availability		Internal	
	Actions: Examine business processes		Internal	
	Look for new technologies		Internal	
	Info will need to be <u>centralized</u> and put in digestible format (e.g. 2-minute video to show a process)		Internal	
	Centralized room reservation process		Internal	
	Centralized service list		Internal	
	Centralized program calendar		Internal	
Websites target at students, not donors (can have both separately)		Internal		
	Support collaborations "clout"	SA Assessment to evaluate what we do, how we do, who it impacts, and how much it costs	Internal	
	Resources	Include in hiring	Internal	
	Campus culture		Internal	

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<b>Collaboration</b>	Tap into the talent and variety in SA		Internal
	Evaluate resources		Internal
	Centralized calendar of activities to promote awareness of each unit	Leadership backing, understanding, mandate-philosophical change of process	Internal
	Philosophical change of process	Monthly event coordinator meetings	Internal
	Co-brand events and activities when appropriate to reduce redundancy and cost	Time	Internal
<b>Relationships</b>	Mass mail concern - structure as follows: here's what occurred, why it's harmful, action steps we'll take to move forward, & reach out to X on a personalized level (not just BART); mass mail is impersonal, regimented, and reflective of our approach with students and the broader community, faculty/staff, and lessen over-reliance on legal		Internal
<b>Engaging our students in an authentic manner</b>	Lessening of bureaucracy would also allow us to be proactive and pre-plan, rather than reactive		Internal
<b>Structures which marginalize staff and students</b>	Rely on strategic plan to help shape our identity; allow these values to shape our approach work and relationships. Could we use a SA campus calendar and also use our listserv/newsletter to share ideas not yet fully formed, which could encourage continued partnership to assist in program development, implementation, and getting fox across units with passion to address issues/use their talents?		Internal
	Continue to develop on-boarding tool; highlight how people could potentially work together; not just listing people you need to know		Internal
	Big 10 Alliance options for continued benchmarking		Internal