Innovate through good stewardship and continuous improvement

1. Team, Dimension and Objectives
Organizations that are committed to the development of innovative practices that facilitate and encourage new ideas in a culture of positive change are positioned to respond effectively to internal and external dynamics and opportunities. The Division of Student Affairs will continue to operate as a mission-centered and agile organization through the effective alignment, allocation, assessment and management of resources.

- **Objective 4.1:** Execute an effective operating plan for the management of existing fiscal, technological and facility resources in support of student success through an intentional and targeted continuous improvement taskforce.

- **Objective 4.2:** Align division job descriptions and professional development plans with unit, division and university strategic and operational goals. Develop protocols for continuous review of these documents including mapping of individual outcomes with ongoing unit level assessment and resource allocation for training and professional development.

- **Objective 4.3:** Promote good stewardship of university resources through increased cross-unit communication and collaboration, identification and reduction of duplicated efforts, and effective use of both centralized and decentralized platforms for marketing of mission programs and services.

2. Membership

**Co-Chairs:** Shelly Cicero, *Sr. Vice President’s Office*
Jessica Ecock, *Student Conduct & Conflict Resolution*

**Members:** Pam Bernardi, *Health, Counseling and Wellness*
Sara Bayerl, *Assessment, Technology and Communications*
Tammy Brongo, *Student Conduct & Conflict Resolution*
Jeff Cox, *International Student Services*
3. Five Year Vision Statement

Our desired state is one that shifts perceptions from unit-centric to divisional centric philosophies, a state in which every employee feels connected to our mission and can see how their individual Plans of Work contribute to divisional and student success. The desired state would ensure all employees’ access to professional development opportunities and funding support. It will increase training, comprehension and accountability for those having budget and supervisory management responsibilities.

This desired state would increase:

- Access to real-time data
- Access to resources (budgetary, human resources-time and FTE, facilities, technologies and marketing)
- Consistency and equitable distribution of resources
- Flexibility and innovation to prepare for and respond to emerging opportunities
- Shared understanding of resource allocation based on strategic plans and student support
- Planned and widespread communications

This culture shift would increase morale and collaboration across the division. Employees would feel more engaged with their work by understanding their value to the organization. Our workforce would become more directed in their professional development. Our division can become a leading force in the region and beyond, known for its collaboration both inter- and intra-departmentally, data proven innovative programs and excellent service to students.
4. **Metrics**

- **Metric 1:** Wide-spread awareness among Division staff of resource allocation processes. *(Objective 4.1)*

- **Metric 2:** Improved effectiveness of divisional practices and procedures that maximize fiscal, human capital, technology and facility resources. *(Objective 4.1)*

- **Metric 3:** Consistent implementation of a system that strategically connects job description, plan of work, performance appraisal and professional development plans and links to unit, division and university goals. *(Objective 4.2)*

- **Metric 4:** Strengthen a stewardship identity among Division staff. *(Objective 4.3)*

5. **Baseline Data for Metrics Year 1**

Survey to be developed Fall 2016 for Spring 2017 administration

6. **Year 1 Activities and Accomplishments**

The Innovation Strategic Planning Team met almost weekly to brainstorm various areas of improvement for operational procedures. From those brainstorming sessions, the group developed consensus on the priorities as well as identifying areas of improvement that were potentially high impact with minimal time investment.

- Team Development
- Developed Recommendations
- Ranked and Prioritized Recommendations
- Developed Metrics
- Identified Recommendation Champions
- Developed Planning Tool (below Yr. 2-5)
- Identified Review and Approval Process
- Developed Divisional Stewardship Philosophy
7. **Year 2 Plan**

During year 2, we will finalize our timeline and establish due dates for the balance of our recommendations. We will develop and conduct our baseline survey to assess the perceived operational/organizational climate. Based on the planning tool below, champions will obtain data as necessary, draft materials outlined in the task column and bring documentation to the full Innovate Team for review, modification and ratification. Items ratified will be presented in draft form to the Sr. Vice President for input and/or approval. Items approved will be presented to the Sr. Leadership Team prior to process roll-out or procedural steps are posted to the division resources miscellaneous forms webpage. Training opportunities will be assessed and, in partnership with the Professional Development Committee, identified, developed and rolled out as appropriate. As processes and procedures are modified, adequate communications will be developed and provided.