



# Assessment & Strategic Planning Workshop

**June 4, 2019**

*Please find a seat with others from your department*

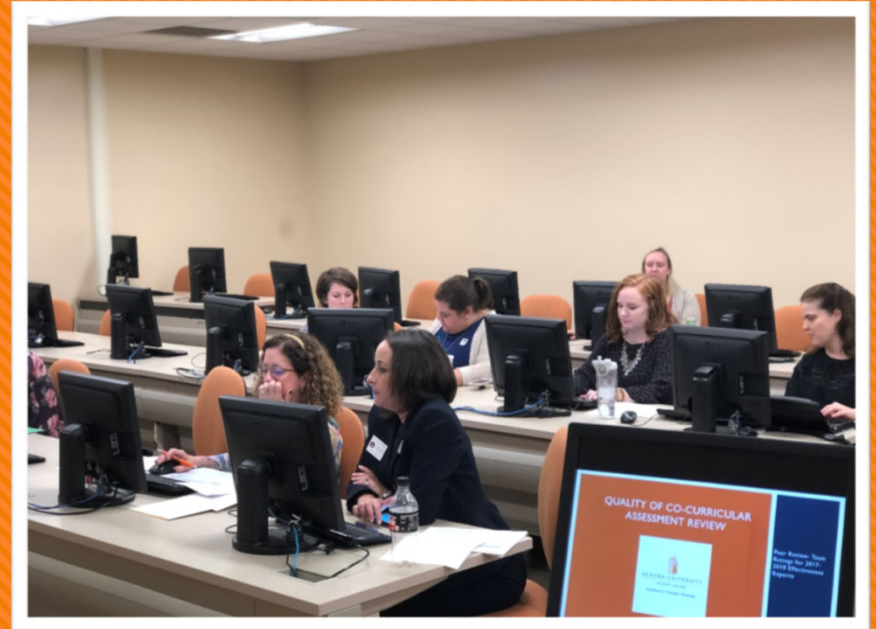


# Introductions

Select a representative from your department to share, in 1 minute *or less*, an overview of your department

Representative to place 1 puzzle piece as he/she shares

# Student Affairs Assessment Award

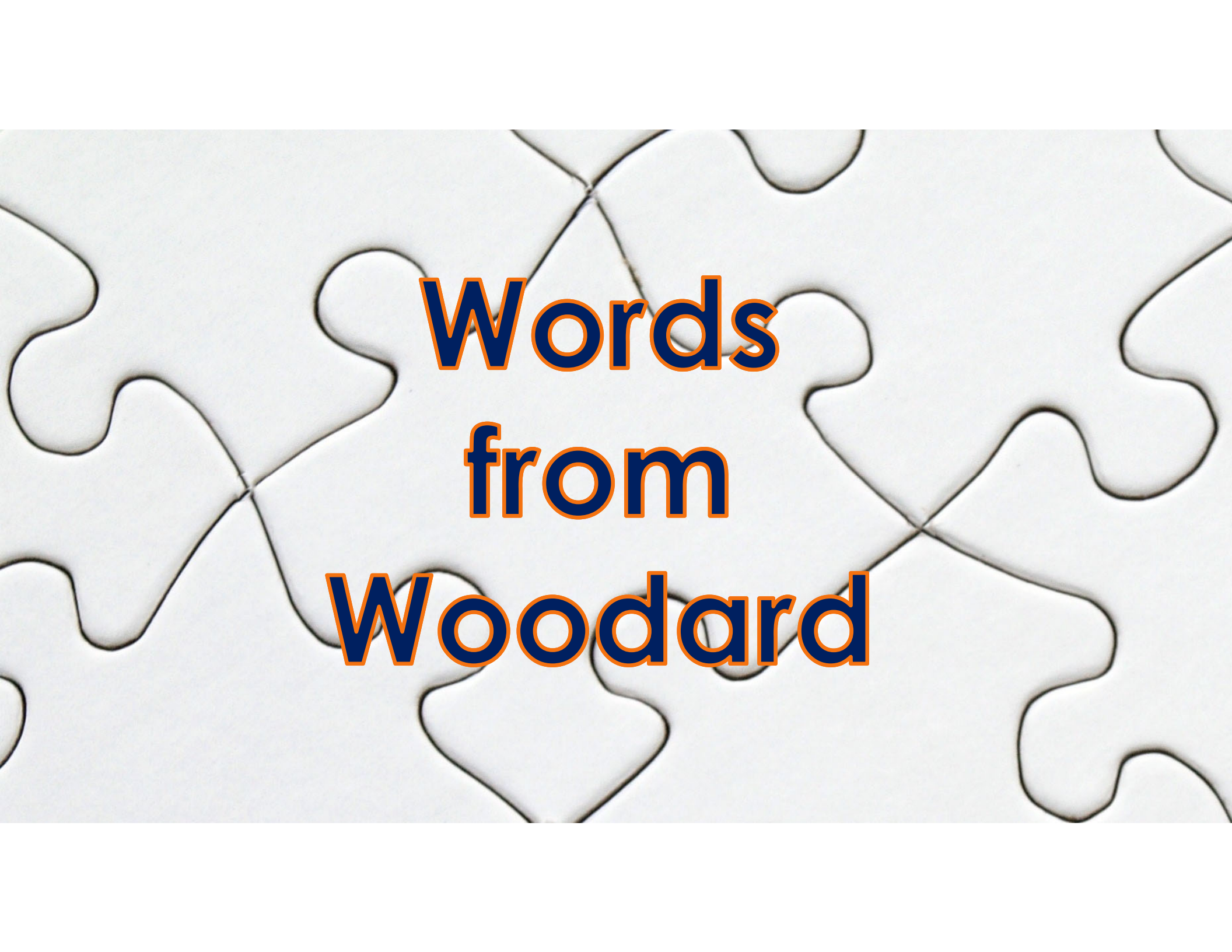


Parent & Family Programs  
Student Counseling & Psychological  
Services



# Today's Learning Outcomes

- As a result of attending the June Workshop, attendees will be able to:
  - Collect insight from Dr. Woodard about the state of SA and its future direction
  - Identify contextual planning elements such as values and processes
  - Join AU and SA preliminary planning work together to revise the SA mission statement
  - Identify the existing 2013-2018 SA mission statement
  - Analyze emerging themes for developing into SA strategic plan goals
  - Relate the day's work back to The Auburn Creed
  - Discuss 2019-20 departmental outcome drafts



# Words from Woodard





# Providing Context

# AUBURN STUDENT AFFAIRS CORE VALUES



AUBURN UNIVERSITY  
STUDENT AFFAIRS

# We are...

## COMMITTED

to the care and service of our students.

## HONEST

operating with integrity.

## RESPECTFUL

of others and who they will become.

## RESPONSIVE

in getting things done.

## DEPENDABLE

through all challenges and successes.

## PASSIONATE

about the student experience and the Auburn Family. War Eagle!



AUBURN UNIVERSITY  
STUDENT AFFAIRS





# 2019-2024 Strategic Plan



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## AU Strategic Planning Meeting With Student Affairs

Tim Becker,  
Probity Business Group

*June 4, 2019*

## **AU Strategic Planning Process**

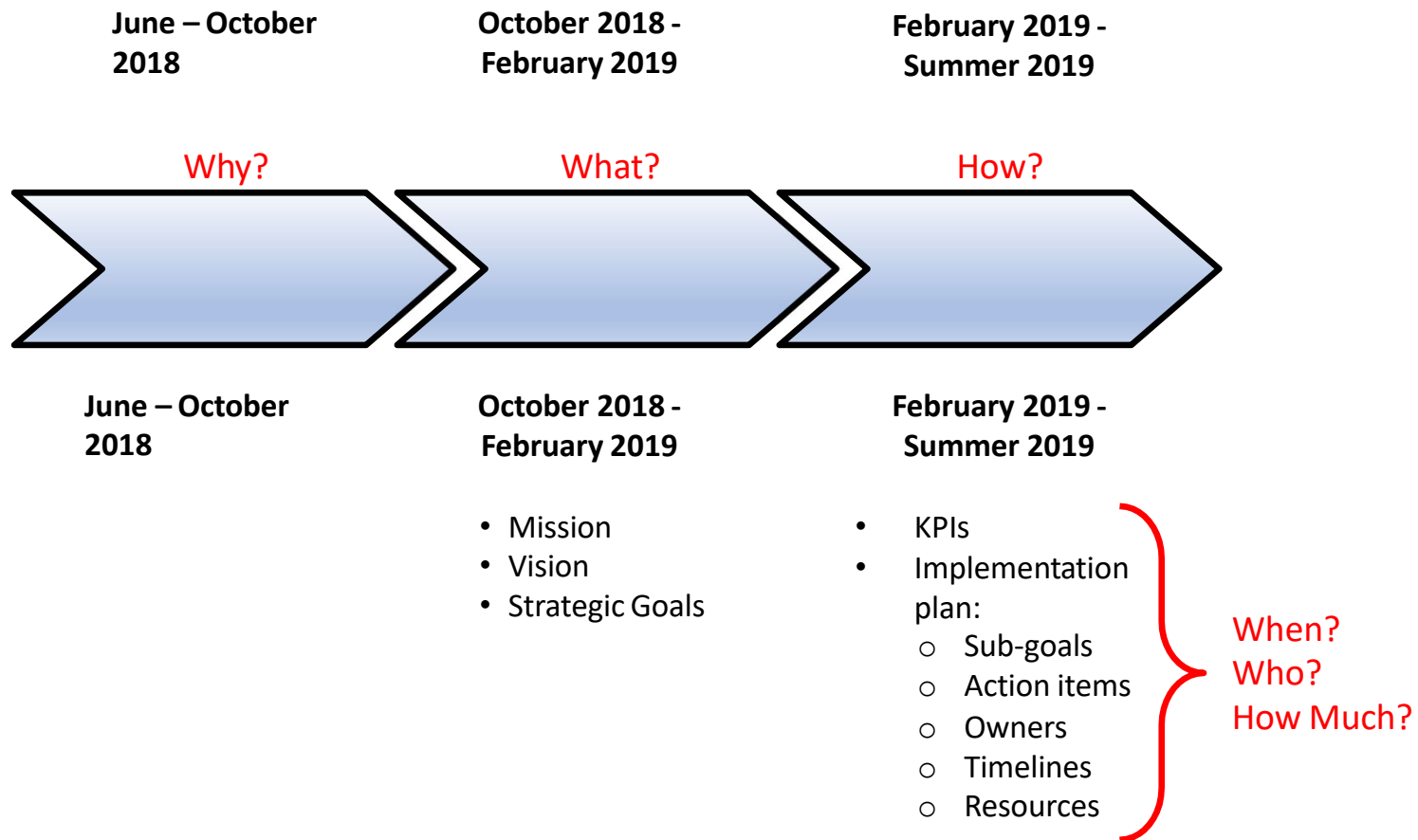
A disciplined, nine-month process was followed to develop Auburn University's strategic plan. A 12-member, faculty-led Strategic Planning Committee (SPC) was convened to formulate Auburn University's strategic plan. The members represented a broad cross-section of the university, including faculty at all levels, administrators, the SGA president, an extension coordinator, and a donor-alum.

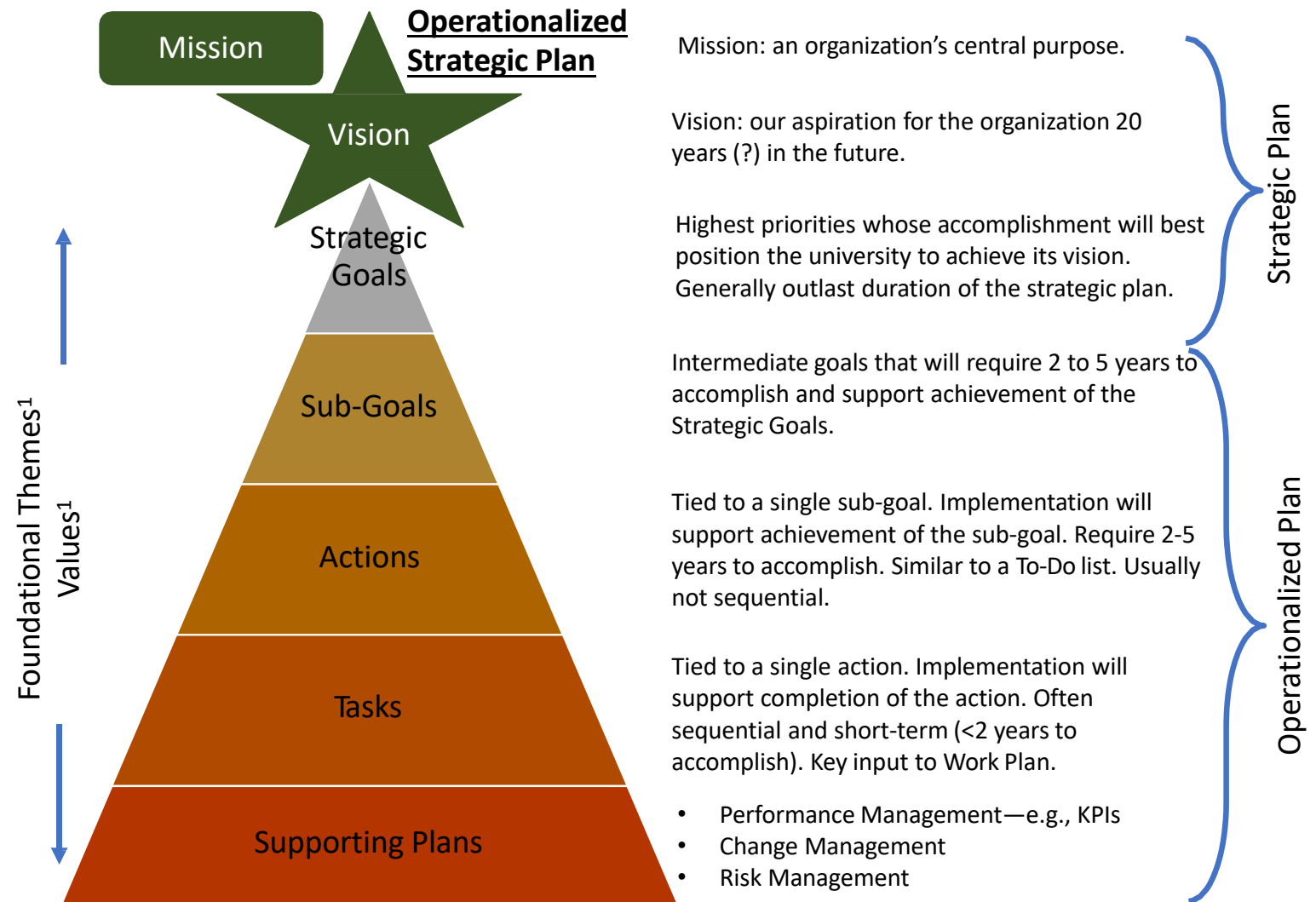
The key question for the SPC was:

**What should Auburn University's priorities be over the next five years to create sustainable competitive advantage and best position the university to realize its 20-year vision?**



## Strategic Planning Approach: Auburn University





Note 1: Themes and values are optional.

5/30/19

The AU Strategic Plan  
was written with  
*intentionality* and thus  
needs to be read with  
*intentionality*.



## **What's New in the AU Strategic Plan:**

- Followed most common format for a strategic plan—i.e., built around core elements of mission, vision, and goals . . . especially the goals
- Long-view: 20 years
- Key aims: forward-looking, bold, inclusive, and inspirational.
- More prose-like (vs. bullet-point outline) format
- Emphasis on external audiences (donors, alumni, partners, government)
  - No SWOT Analysis
  - Process section moved to the end
  - No assessment of previous strategic plan
- One-sentence mission statement (Previous mission statement was over 400 words)
- One-sentence vision statement (9 words)
- *Own* our land-grant heritage.
- Added Foundational Themes.
- Replaced *Institutional Values* with the *Auburn Creed*.
- Added an enrollment and operational excellence goals
- Included staff in our faculty goal.
- Key Emphases:
  - Measuring impact, not activity
  - Economic development
  - Impact amplification through partnerships and technology

## **AU Mission**

*As a land grant institution, Auburn University is dedicated to improving the lives of the people of Alabama, the nation, and the world through forward-thinking education, life-enhancing research and scholarship, and selfless service.*

## **AU Vision**

*To lead and shape the future of higher education.*

## **AU Foundational Themes**

*Auburn Spirit  
Organizational Culture  
Inclusion and Diversity  
Partnerships  
Technology  
Marketing and Communications  
Accountability and Measurability*

## **AU Foundational Themes**

**Auburn Spirit.** *Infuse Auburn Spirit in everything we do* to ensure the university's values and beliefs are transmitted far beyond campus and to future generations of AU students.

**Organizational Culture.** *Better align AU's organizational culture with the university's strategic goals* with an emphasis on four areas: collaboration, urgency and nimbleness, bold action, and focus.

**Inclusion and Diversity.** *Create a welcoming environment* for all of our constituents and better reflect at AU the diversity in the world beyond our campus.

**Partnerships.** *Become a premier practitioner of partner engagement* to amplify the impact and extend the reach of AU and our partners.

**Technology.** *Implement practicable and cost-effective technologies* to amplify AU's impact and extend AU's reach.

**Marketing and Communications.** *Elevate AU's visibility* by telling AU's story better and to more people.

**Accountability and Measurability.** *Hold ourselves accountable* in everything we do through measurably tracking our performance.



## **2019 – 2024 AU Strategic Goals**

**Elevated Auburn Experience.** *Inspire and prepare students for life and careers* through delivery of an excellent and supportive experience characterized by distinctive, innovative curricula and engaging student life programs.

**Transformative Research.** *Elevate research and scholarly impact* to address society's critical issues and promote economic development in Alabama and beyond.

**Impactful Service.** *Expand our land grant and service capabilities* to foster greater innovation and engagement that enhances the quality of life and economic development in Alabama and beyond.

**Exceptional and Engaged Faculty and Staff.** *Invest in our outstanding people* to advance the university's mission through recruitment, development, support, recognition, rewards and retention.

**Strategic Enrollment.** *Achieve a robust and diverse enrollment of students* while enhancing access, affordability and academic quality.

**Operational Excellence.** *Implement operational efficiency and effectiveness measures* that continuously support a culture of high performance at all levels of the university.

**Elevated Auburn Experience.** *Inspire and prepare students for life and careers* through delivery of an excellent and supportive experience characterized by distinctive, innovative curricula and engaging student life programs.

### **Key Elements**

1. Continue emphasis on student success.
2. Broaden education to include life and soft skills (e.g., financial literacy).
3. Strengthen professional and career preparedness.
4. Focus on high impact practices—e.g. study abroad, internships, senior thesis
5. Emphasize cultural competency.
6. Implement leading-edge instructional approaches.
7. Measure outcomes at AU and post-graduation.
8. Establish more interdisciplinary degrees.
9. Build more student housing and parking.
10. Focus on safety, accessibility, and mental health.

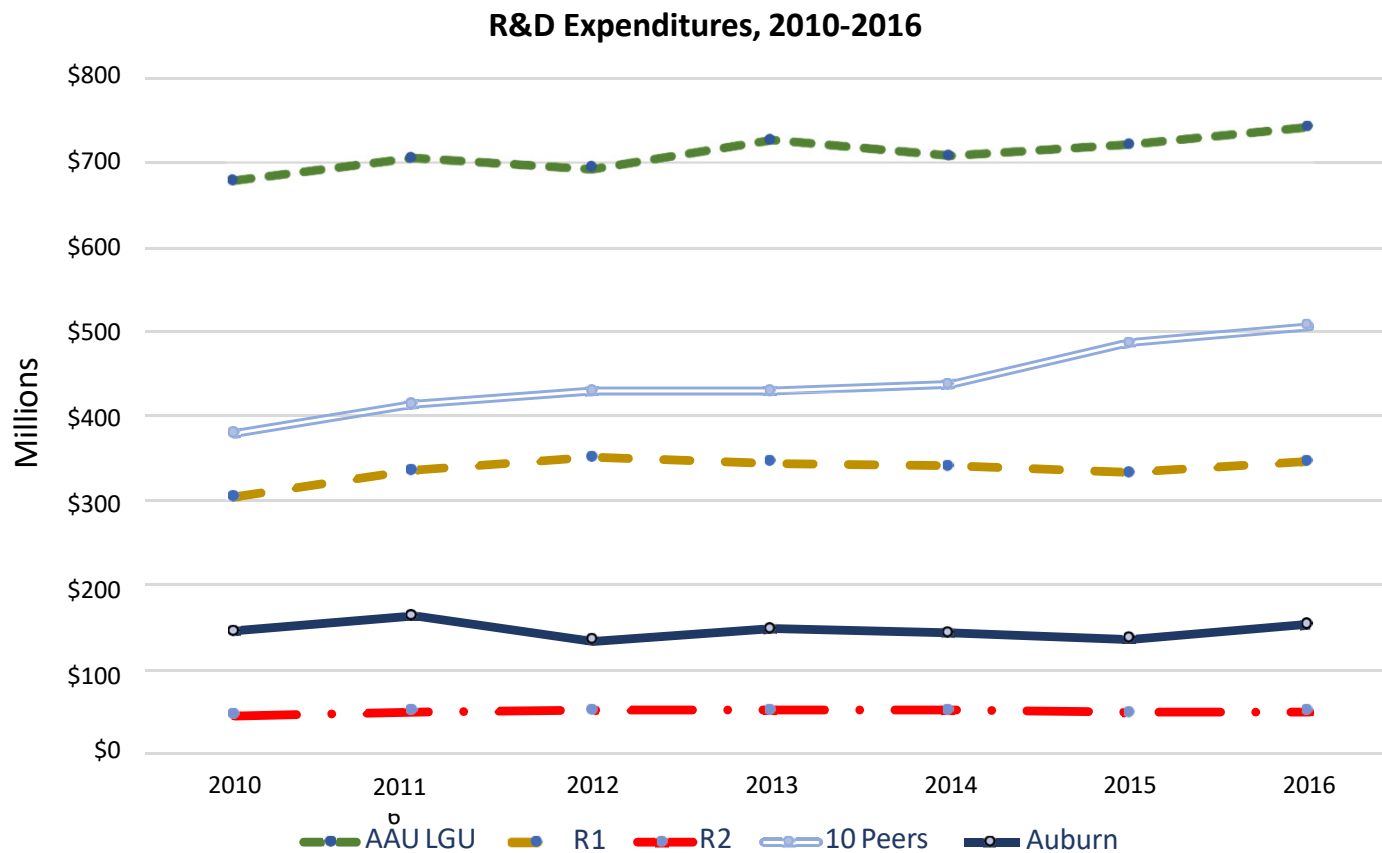
**Transformative Research.** *Elevate research and scholarly impact* to address society's critical issues and promote economic development in Alabama and beyond.

**Key Elements**

1. Focus on society's most pressing issues.
2. Focus on economic development.
3. Focus on applied and translational research.
4. Increase interdisciplinary research.
5. Increase research capacity:
  - a. Cluster hire in areas of institutional strength and priority.
  - b. Enhance graduate assistantships and fellowships.
  - c. Upgrade selected infrastructure.

**Auburn's total R&D expenditures are consistently between the R1 and R2 peers, and ~20% of the AAU land-grant institution median.**

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5/30/19  
Source: NSF

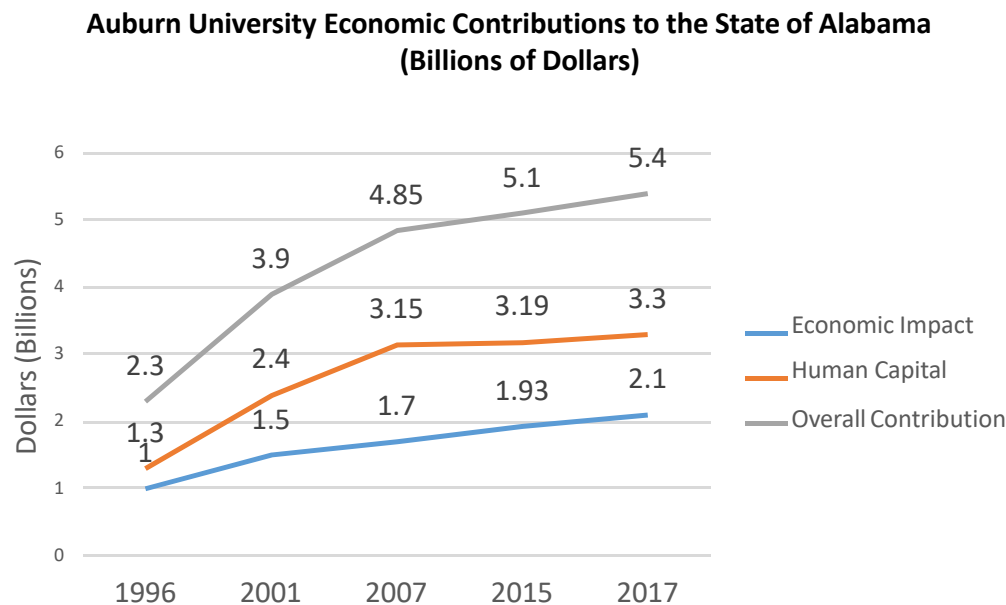


**Impactful Service.** *Expand our land grant and service capabilities* to foster greater innovation and engagement that enhances the quality of life and economic development in Alabama and beyond.

### **Key Elements**

1. Demonstrate economic contribution to the state of Alabama
2. Emphasize:
  - a. Manufacturing assistance
  - b. Workforce development
  - c. Business incubation/acceleration
  - d. Technology transfer
  - e. Health and wellness
3. Expand educational reach, including online and continuing education.
4. Engage AU students in public service programs and make it possible to continue this engagement as alumni.

## Auburn exerted approximately \$5.4 billion in economic impact on the State of Alabama in 2017.



- The Auburn System had an estimated economic impact of \$2.1 billion in 2017.
- The economic impact of Auburn's alumni in 2017 was estimated to be \$3.3 billion.

Economic Impact – Estimated direct and indirect economic impact attributable to the Auburn System. Auburn's impact is estimated to have created over 25K jobs in addition to its own direct employment.

Human Capital – Estimated impact of Auburn's alumni based on the economy of Alabama based on earnings.

Sources: Auburn Research and Technology Foundation—Application to the Association of Public and Land Grant Universities for Designation as an Innovation and Economic Prosperity University; April 15, 2015.

Auburn University Economic Impact Study- 2017. K. Deravi and R. Foster. Office of Public Service, Division of University Outreach, Auburn University; September 2017.

**Exceptional and Engaged Faculty and Staff.** *Invest in our outstanding people* to advance the university's mission through recruitment, development, support, recognition, rewards and retention.

### **Key Elements**

1. Consider staff in all that we do.
2. Enhance and expand professional development.
3. Establish research centers/institutes, PhD programs, and endowed chairs/professorships in identified areas of research and teaching excellence.
4. Invest in programs focused on viable service and outreach activities.
5. Adjust compensation and benefits to be commensurate with quality being sought (and minimally, on par with regional flagship peers).

**Strategic Enrollment.** *Achieve a robust and diverse enrollment of students while enhancing access, affordability and academic quality.*

**Key Elements**

1. Broaden Auburn's instruction delivery channels to reach new/emerging/non-traditional segments:
  - a. Online
  - b. Dual enrollment
  - c. Pathways from 2-year schools
  - d. Completer programs
  - e. Graduate education for working adults
2. Overhaul recruitment marketing programs.
3. Strengthen pipeline of students from historically underrepresented groups.
4. Significantly enhance access and affordability.
5. Substantially increase research-focused graduate enrollment. This includes raising stipends.

**Higher education, particularly at large flagship universities, is increasingly unaffordable.**

**Since 1980 . . .**

- The average good/service increased 3.05X
- Tuition and Fees increased 12.7X. **Inflation-adjusted terms: 4.19X**
- Room & Board increased 6.37X. **Inflation-adjusted terms: 2.09X**
- Tuition, Fees, and Room & Board increased 8.38X. **Inflation-adjusted terms: 2.75X**
- Minimum wage has increased 2.16X. **Inflation-adjusted terms: 0.71X**
- (Social Security benefits were phased out for college students in the early 1980s.)

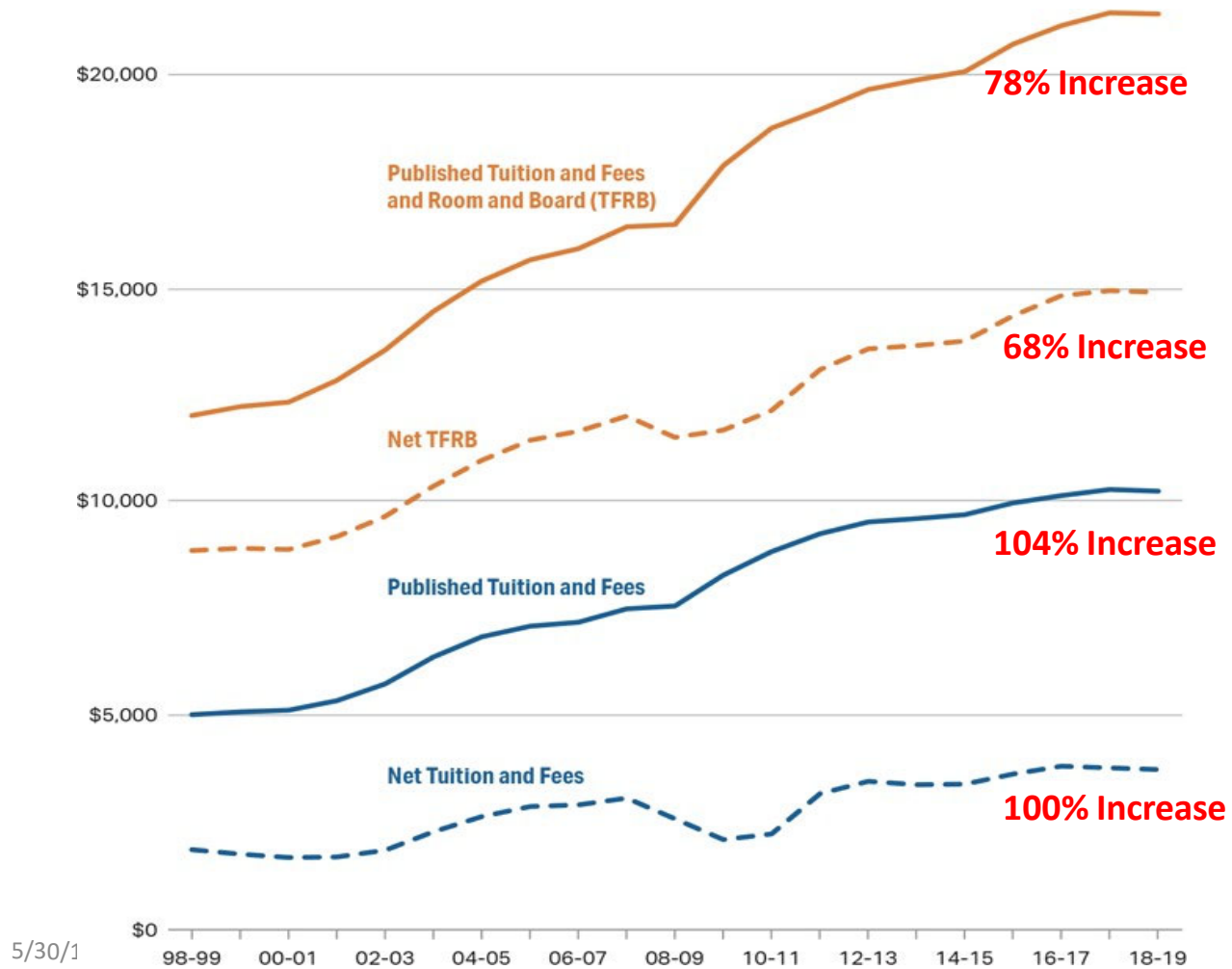
**Since 1998 . . .**

- Tuition and Fees (published) increased 2X when adjusted for inflation. Net tuition closely tracked published tuition and fees.
- Tuition, Fees, and Room & Board increased 1.68X when adjusted for inflation.

*Note: End year for this analysis is 2018.*



**Financial aid has barely kept pace with steep increases in tuition and fees.**



**Operational Excellence.** *Implement operational efficiency and effectiveness measures that continuously improve and sustain a culture of high performance at all levels of the university.*

### **Key Elements**

- Implement operational excellence best practices, including richer external partnerships, centralization of functions, increased cross-unit collaboration, and strategic sourcing.
- Implement cost-effective, practicable applications of technology.
- Evaluate and prioritize backlog of deferred building maintenance and renovation.
- Incorporate principles of sustainability (where cost-effective and practicable).

The background of the slide consists of a pattern of interlocking puzzle pieces. The pieces are light gray with dark gray outlines, creating a textured, geometric background.

# **SA Mission Statement Exercise**

# Identifying our Mission Statement

1. Write the SA Mission Statement from memory.
2. Identify the SA's Mission.
3. Compare what you wrote and what you identified with the actual SA Mission Statement.



Do you  
remember  
our  
Mission?



# **STUDENT AFFAIRS 2013-2018 MISSION STATEMENT**

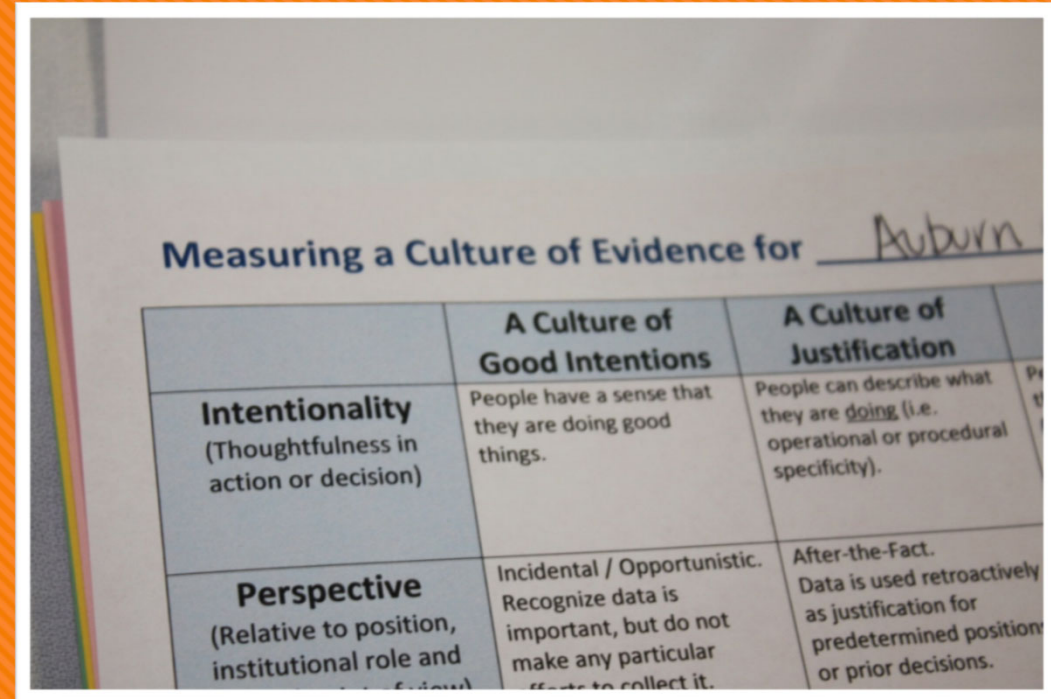
The mission of Student Affairs is to cultivate a healthy and supportive campus environment that engages students, advances learning, encourages leadership, and prepares students for future success.



# STUDENT AFFAIRS GOALS 2013-2018

- **Student Learning:** We will enhance learning through intentional co-curricular experiences and opportunities.
- **Student Engagement:** We will create meaningful opportunities for students to be actively engaged with the campus community.
- **Health, Wellness and Safety:** We will promote a healthy and safe campus community.
- **Professional Readiness:** We will prepare students for professional success.

# Measuring a Culture of Evidence



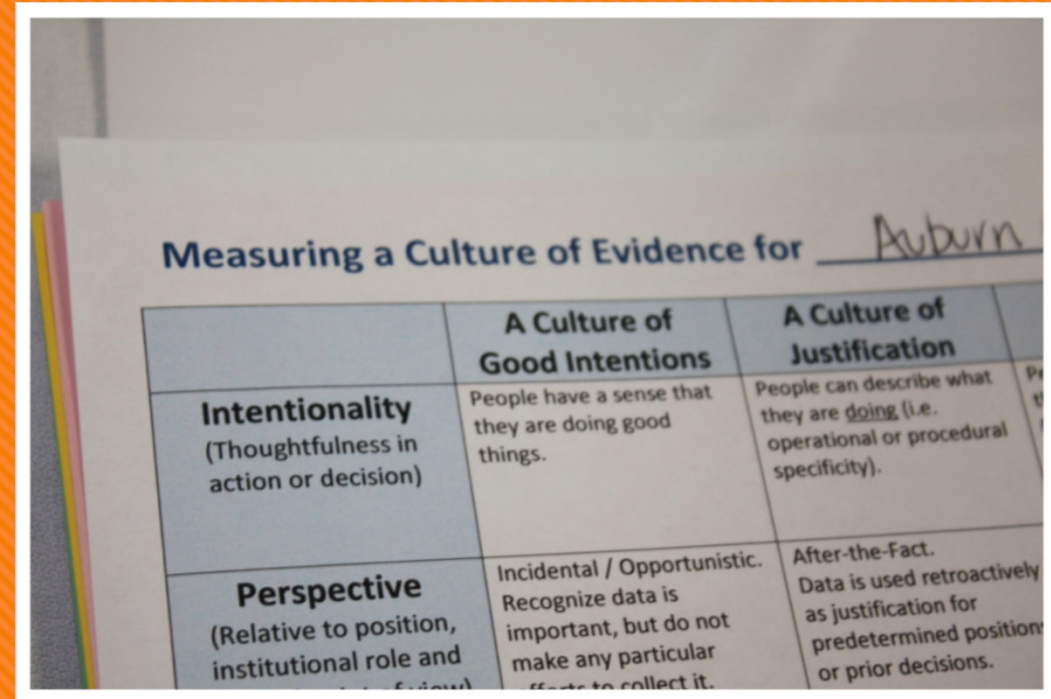
Measuring a Culture of Evidence for Auburn

	A Culture of Good Intentions	A Culture of Justification	
<b>Intentionality</b> (Thoughtfulness in action or decision)	People have a sense that they are doing good things.	People can describe what they are <u>doing</u> (i.e. operational or procedural specificity).	
<b>Perspective</b> (Relative to position, institutional role and ...)	Incidental / Opportunistic. Recognize data is important, but do not make any particular efforts to collect it.	After-the-Fact. Data is used retroactively as justification for predetermined position or prior decisions.	

	A Culture of Good Intentions	A Culture of Justification	A Culture of Strategy	A Culture of Evidence
<b>Intentionality</b> (Thoughtfulness in action or decision)	People have a sense that they are doing good things.	People can describe what they are <u>doing</u> (i.e. operational or procedural specificity).	People can describe what they are <u>accomplishing</u> (i.e. strategic pertinence, how what they are doing relates to mission and goals).	People know that they are doing the right things and can describe why they are doing them, and what they are accomplishing through them.
<b>Perspective</b> (Relative to position, institutional role and general point of view)	Incidental / Opportunistic. Recognize data is important, but do not make any particular efforts to collect it.	After-the-Fact. Data is used retroactively as justification for predetermined positions or prior decisions.	Before-the-fact. Assessment is designed with an end in mind. (e.g. Identification of learning outcomes, how the data will be used)	Real Time / Continuous. Data is collected and regularly used to inform processes. Data helps us <u>close the loop</u> on improvement processes and educational outcomes.
<b>Critical Linkages</b> (Connections that manage movement and relationships)	Unclear / Opaque. Data, when collected, is not shared beyond assessors, so connections cannot be made.	Cloudy. Assessment conducted from a defensive posture, especially related to questions of budgetary and operational efficiency.	Translucent. Assessment understood and shared, but only with allies or key partners. Scope is limited to mid-managers.	Clear / Transparent. Outsiders can see and understand contributions to student and institutional success. Assessment is shared with all stakeholders.
<b>Initiatives and Directions</b> (Goals, programs, projects, and plans)	Determined by whim, interest, opportunity.	Administration initiates assessment and it is done only when asked for or required.	Directors own and initiate assessment. Data describe the current situation.	All stakeholders own assessment. Success is operationalized, concretely described, and evaluated based on evidence.
<b>Planning Processes</b> (Strategic planning, goal setting, measuring outcomes)	Vague and individualized. Success is vague or interpretive, and evaluated based on “feel,” intent and effort. Collective or strategic planning does not exist.	Sporadic and limited to immediate question or application. Data linked retroactively to strategic context, goals, expectations, etc. but <u>not planning-oriented</u> .	Organized, routinized, and localized. Data informs deliberate <u>cyclical or episodic strategic planning</u> exercises.	Ongoing, strategic and clearly linked to past and future. Triangulation of findings through multiple/established assessments. Data incorporated into <u>continuous strategic thinking</u> .



# Measuring a Culture of Evidence



Measuring a Culture of Evidence for Auburn

	A Culture of Good Intentions	A Culture of Justification
Intentionality (Thoughtfulness in action or decision)	People have a sense that they are doing good things.	People can describe what they are <u>doing</u> (i.e. operational or procedural specificity).
Perspective (Relative to position, institutional role and ...)	Incidental / Opportunistic. Recognize data is important, but do not make any particular efforts to collect it.	After-the-Fact. Data is used retroactively as justification for predetermined position or prior decisions.

*During the break, use the rubric to rate the division's assessment culture.*

# Situational Analysis



AUBURN UNIVERSITY  
STUDENT AFFAIRS



# WHAT IS OUR PURPOSE?

- Recruitment/Enrollment
- Campus/ Community
- Student Success
- Support Students' Holistic Experience
- Transition
- Healthy and Safe Behaviors
- Preparedness
- Academic Success
- Engagement
- Diversity and Inclusion
- Student Retention
- Growth Opportunities

# WHAT DO OUR STUDENTS NEED?

- Meaningful Relationships
- Challenge/Support
- Failure/Resilience
- Autonomy/Parent Involvement
- Community/Sense of Belonging
- Cultural Competence
- Hope/Fear
- Goal Orientation
- Agency/Independence
- Opportunities

# SHORT-TERM AIMS

- Education/How To Get Help
- Identify Stakeholders
- Collaboration
- Sense of Belonging/Retention
- Unity of Brand

# LONG TERM AIMS

- Career Outcomes
- Building our Brand
- Identity Discovery, Cultural Competence, and Inclusive Excellence
- Gen Z
- Developing Hope and Managing Fear
- Student Success
- Diversity and Inclusion
- Changing Lives
- Students Exit and Become Successful in Impacting Society Constructively
- Develop Strategic Risk-Takers
- Alumni
- Outstanding Student Experience



# Word Cloud



The background of the slide is a close-up photograph of several interlocking puzzle pieces. The pieces are white with dark, recessed lines that define their irregular, interlocking shapes. The lighting is even, highlighting the texture of the material.

# Identifying Themes









The background of the image consists of a close-up of several interlocking puzzle pieces. The pieces are light gray with dark gray outlines, creating a geometric pattern of irregular shapes.

# **Student Affairs Mission Statement Refresh**

# Auburn Creed

**BE THE  
CREED**  
auburn university.

I believe that this is a practical world and that I can count only on what I earn. Therefore, I believe in work, **hard work.**

I believe in **education**, which gives me the knowledge to work wisely and trains my mind and my hands to work skillfully.

I believe in **honesty and truthfulness**, without which I cannot win the respect and confidence of my fellow men.

I believe in a **sound mind, in a sound body and a spirit that is not afraid**, and in clean sports that develop these qualities.

I believe in **obedience to law** because it protects the rights of all.

I believe in the **human touch**, which cultivates sympathy with my fellow men and mutual helpfulness and brings happiness for all.

I believe in my **Country**, because it is a land of freedom and because it is my own home, and that I can best serve that country by "doing justly, loving mercy, and walking humbly with my God."

And because Auburn men and women believe in these things, **I believe in Auburn and love it.**

-George Petrie (1943)

# Mission Statement Refresh – Part 1

**In your seven groups,  
review the table and  
folder documents.**

**Submit potential  
ideas/phrases/elements  
for shaping the next SA  
mission statement.**

- Respond at [www.menti.com](http://www.menti.com) and use the code shown on the screen.
- Text up to 10 entries per submission
- Submit more than once if needed
- No special characters
- Anything with spaces counted as one entry/phrase

# Mission Statement Refresh – Part 2

**In your AVP/VP direct report teams, draw from the information on the screen to draft a proposed SA mission statement.**

- Write your mission statement on flip chart paper.
- Post it on the front wall when you're finished.





# The Final Piece

# Auburn Creed

**BE THE  
CREED**  
auburn university.

I believe that this is a practical world and that I can count only on what I earn. Therefore, I believe in work, **hard work.**

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The background of the slide consists of a close-up, slightly angled view of several interlocking puzzle pieces. The pieces are a light cream or off-white color, and their edges are a slightly darker shade, creating a subtle grid-like pattern of irregular shapes.

# **2019-2020**

# **Outcome Sharing**





# Questions?

- *Thank you for your participation.*
- *Please complete an evaluation via email.*