



Strategically Managing your Office and Planning for the Future

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Program Goals

-  to provide participants a foundation of information and best practices in managing a disability services program
-  to provide participants with information about how to plan for the future while maintaining the office and services on a day to day basis.

Planning to Plan

- 🌐 What is Strategic Planning?
 - 🌐 Proactive problem solving done in advance of taking action; is ongoing
- 🌐 Why Do Strategic Planning?
 - 🌐 Provides a framework for action
 - 🌐 Provides development and organization
 - 🌐 Provides better understanding of environment
 - 🌐 Provides focus on needs served versus services offered

Strategic Planning Steps

Step I: Planning for Strategic Planning

- 🌐 Determine readiness for strategic planning
- 🌐 Identify members of the planning team
- 🌐 Develop commitment

Strategic Planning Steps

Step II A: Develop Values Statement

What values do you consider to be important- usually relate to performance, people, process

- 🌐 Decisions are values based (Personal values, Team values, Departmental values, Organizational values)
- 🌐 What do we value? (Performance, People, Process)

VALUES STATEMENTS

- **Example #1: The Office of Disability Support Services (DSS) values providing an equal opportunity to all members of the CUA community.**
- **Example #2: DSS staff adhere to the following values:**
 - **Customer-focused.** Students are the center of our service design and delivery, and allocation of human and fiscal resources.
 - **Anticipatory.** DSS uses feedback from our customers and partners on all levels to guide our thinking, planning, policies, and practices.
 - **Collaborative.** DSS values internal and external partnerships.
 - **Results-oriented.** DSS emphasizes accountability and measures its work by the highest standards
- **Example #3: DSS values a diverse community and embraces the unique characteristics of students with disabilities. Through community partnership, academic accommodations, and services to students with disabilities, DSS excels at the inclusion of all students as they obtain their educational goals.**

Strategic Planning Steps

- **Step II B: Develop Mission Statement**
- Reason you are in existence-follows values statement, answers what functions are performed, for whom the functions are performed, how and why
- Answers four questions
 - What function(s) are performed
 - For whom are these functions performed
 - How are these functions fulfilled
 - Why is the group (organization) in existence

Mission Statements

Example #1

What: Evaluation, consultation, awareness, services, accommodations

Whom: Students with disabilities

How: Direct Services, training and consultation

Why: Equal opportunity for all persons with disabilities.

Programmatically and physically accessible campus environment.

Example #2

The Office of Disability Support Services (DSS) supports the missions of the Dean of Students and the University by providing programs and services designed to support and encourage the integration of students with disabilities into the mainstream of the university community. DSS coordinates support services for students with all types of diagnosed disabilities.

Mission Statements

Example #3

The mission of the Office of Disability Services is to provide each student with a disability an equal opportunity to participate in the university's programs and activities. This mission is accomplished by:

1. Creating a physically accessible, programmatically accessible and attitudinally accessible community where people are judged on their abilities, not their disabilities.
2. Promoting the development of a climate for everyone at the university that is conducive to learning, personal growth, acceptance, and appreciation of everyone without regard to disability.

Mission Statements

Example #4

The Center's mission is to assist in creating an accessible university community where students with disabilities have an equal opportunity to fully participate in all aspects of the educational environment. We cooperate through partnerships with students, faculty, and staff to promote students' independence and to ensure recognition of their abilities, not disabilities.

Example #5

The mission of The Office for Disability Services is to collaborate with and empower students who have disabilities in order to coordinate support services and programs that enable equal access to an education and university life.

Strategic Planning Steps

Step II C: Develop Vision Statement

-  Idealized self-image
-  Forward looking
-  View of the future
-  Provides sense of pride and purpose
-  Instills sense of uniqueness and teamwork
-  Promotes growth

Vision Statements

Example #1

Disability Support Services strives to provide

- A universally accessible environment to all members of The Catholic University of America (CUA) campus community.
- An environment where all offices and departments share the responsibility of providing an equal opportunity to students with disabilities.
- A community where everyone is recognized for their ability to be a contributing member.

Example #2

Our vision is a university community where a disability is neutral; a community where services are integrated throughout the university such that only unique and uncommon accommodations and services are provided through the Center. We envision a university where the enrollment of students with disabilities is comparable to the occurrence of disability in the general population.

Example #3

The Disability Resource Center envisions a university community that values disability culture and ensures full participation.

Strategic Planning Steps

Step III Performance Review

-  Identify services provided
-  Identify stakeholders
-  Analyze internal strengths and weaknesses and external opportunities and threats (SWOT)
-  What is the reality of today

SWOT Annalysis

- Use this tool to help analyze internal strengths and weaknesses and external opportunities and threats of and to your department
- Strengths:
 - What advantages does your office have over other DS offices?
 - What do you do better than anyone else?
 - What unique or lowest-cost resources can you draw upon that others can't?
 - What do people in your market see as your strengths?

SWOT Annalysis



Weaknesses:



What could you improve?



What should you avoid?



What are people in other DS offices likely to see as weaknesses?



What factors impact your retention of students?



Opportunities:



What good opportunities can you spot?



What interesting trends are you aware of?



Useful opportunities can come from such things as:



Changes in technology and markets on both a broad and narrow scale.



Changes in government policy related to your field.



Changes in social patterns, population profiles, lifestyle changes, and so on.

SWOT Annalysis



Threats



What obstacles does your office face?



What are your competitors doing?



Are quality standards or specifications for your job, products or services changing?



Is changing technology threatening your position?



Do you have bad debt or cash-flow problems?



Could any of your weaknesses seriously threaten your business?

PEST Analysis

When looking at opportunities and threats, PEST Analysis can help to ensure that you don't overlook external factors, such as new government regulations, or technological changes in your industry.

PEST Analysis

-  First, brainstorm the relevant factors that apply to you, using the prompts below.
-  Second, identify the information that applies to these factors.
-  Third, draw conclusions from this information.
 -  Political
 -  Economic
 -  Social-Cultural
 -  Technological

Strategic Planning Steps

- 🌐 **STEP IV: Gap Analysis**
 - 🌐 Compare the reality of today with the vision
 - 🌐 Can the gap(s) be closed?
 - 🌐 What is needed to close the gap(s)?
 - 🌐 Establish goals
 - 🌐 Consider impact to stakeholders
 - 🌐 Develop initiatives or strategies to meet goals

Strategic Planning Steps

STEP V: Action Planning

-  Prioritize goals
-  Develop timelines for goals and initiatives
-  Make assignments
-  Educate entire group
-  Encourage participation

Strategic Planning Steps

STEP VI: Implementation

- 🌐 Present and market plan with due respect of its importance
- 🌐 Anticipate potential reactions and prepare responses
- 🌐 Establish monitoring or tracking of progress
- 🌐 Keep plan in the forefront with scheduled progress reports
- 🌐 Review regularly and adjust as needed

**How Do I Use Strategic Planning
to Implement Best Practices
on my Campus?**

AHEAD Program Standards and Performance Indicators

- The standards present a consensus among experts in the field regarding minimum essential services.
- These standards are intended to enhance service provision for college students with disabilities by
 - directing program evaluation and development efforts,
 - improving personnel preparation and staff development,
 - expanding the vision of disability services at the postsecondary level.

AHEAD Program Standards and Performance Indicators

- 1. Consultation / Collaboration**
- 2. Information Dissemination**
- 3. Faculty / Staff Awareness**
- 4. Academic Adjustments**
- 5. Counseling and Self-Determination**
- 6. Policies and Procedures**
- 7. Program Administration and Evaluation**
- 8. Training and Professional Development**

CAS Standards

1. Mission
2. Program
3. Leadership
4. Organization and management
5. Human Resources
6. Financial Resources
7. Facilities, Technology, and Equipment
8. Legal Responsibilities
9. Equity and Access
10. Campus and External Relations
11. Diversity
12. Ethics
13. Assessment and Evaluation

<http://www.cas.edu/standards>

Principles of Good Practice

- 🌐 Assessment begins with what we value
- 🌐 Assessment is most effective when it reflects an understanding of organizational outcomes as multidimensional, integrated, and revealed in performance over time.
- 🌐 Assessment works best when it has clear, explicitly stated goals.
- 🌐 Assessment requires attention to outcomes but also, and just as important, to the processes that lead to them.
- 🌐 Assessment works best when it is ongoing, not episodic

Principles of Good Practice

- Assessment is most effective when representatives from across student affairs and the institution are involved.
- Assessment makes a difference when it begins with issues of use and illuminates questions that people really care about.
- Assessment should be part of a larger set of conditions that promote change.
- Through assessment, student affairs professionals meet responsibilities of students, the institution, and the public.

Upcraft and Schuh

How Do I Use Strategic Planning to Implement Best Practices on my Campus?

- **Learning Outcomes**
- **Cost**
- **Staff**
- **Number of Students**
- **Should's and Should Not's**

Learning Outcomes

- **What does assessment do for us?**
- **Defining Assessment and Evaluation**
- **Assessment Process**
 - **Identify Mission/Objectives/Outcomes**
 - **List Activities/Programs/Services (Strategic Plan)**
 - **Measuring Impact**
 - **Interpretation of Data/Evaluation**
 - **Decision Making/Implementation**
 - **Reassessment**

(Brescianti,Zelna and Anderson 2004)

Questions

Discussion