

## **Shaping the Vision for the Future of the Division of Student Affairs GTSC Case Study**

### **Challenge**

The Division of Student Affairs had experienced a variety of changes including some functions moving to other areas of the Institute. The Vice President of Student Affairs had recently left the organization and an interim leader was in place. This presented an opportunity to reestablish the value and focus of the Division of Student Affairs and gain clarity about how the Division could make a unique contribution to the Institute.

### **Service / Solutions**

Strategic Consulting was asked to assist in developing a proposed future focus, purpose, goals, and potential structure of the division by gathering input from a range of stakeholder groups. The objectives of the project were to:

- Gain broad stakeholder input to understand the perceived value, impact, and unique contribution of Student Affairs to students, their families, and the Institute.
- Identify and document the inter-dependencies and interactions between Student Affairs and other units across the Institute.
- Engage stakeholders in creating a shared vision for the future of Student Affairs.
- Gather selected leadership and key stakeholder perspectives to define the ideal focus, functions, structure, location, and reporting relationship for Student Affairs.

### **Impact**

The report provided to the Institute leaders articulated key themes collected through the visioning process, along with options for moving forward. An evaluation of the value of our services showed that:

- The focus group process gathered critical perspectives from stakeholders.
- The survey tools enabled the gathering of actionable feedback.
- The summary report provided information about the most important organizational opportunities.
- Overall, the visioning process helped to strengthen the Division.

Almost a year after the improvement opportunities were implemented, GTSC partnered with the Division to survey its employees about the impact and value of the changes that were made. The survey showed that the changes resulted in:

- Greater opportunities for career growth and development.
- A stronger sense of connection between day to day work and the organization's mission.
- Improved operational support capabilities.

John Stein, Vice President for Student Life and Dean of students noted that *"The report created by the Office of Strategic Consulting, from our Visioning Project, offered the Division a blueprint for the future. We used that report to reorganize our structure and help us collectively set our priorities for our work with students."*