

**Student Affairs  
Strategic Planning Interviewing Project  
Summer-Fall 2008**

Strategic Planning differs from more traditional planning processes by the integration of internal analysis and external perspectives. It is essential that an organization involved in a planning process find ways to get high quality information from both internal and external stakeholders about priorities and perspectives on the organization in order to help develop strategic directions.

Strategic planning also differs from traditional planning in that it is not a top-down exercise. In today's knowledge and service-based organization, investment and involvement throughout the organization is essential to both strategy development and implementation. Complex organizations must create ways to engage and involve people throughout the organization to unleash their creativity and ideas as well as gain their commitment to new strategies and directions.

Other external perspectives that will inform the planning process include an understanding of today's students, an appreciation of political realities within the UC system and state of California, and benchmarking across the higher education sector to identify best practices. All these external perspectives will inform the planning process.

**Project Overview**

**What:** An interviewing project designed to get high quality information to inform the planning process and engage diverse members of the department

**Who:** A cross section of Student Affairs career employees (as determined by unit managers) designed to engage all programmatic staff and as many others as practical. Staff will be both tapped to participate and invited to join. Unit heads will seek specific participants and issue a general invitation for people to sign up. Managers will retain decision-making authority over who participates, seeking maximum involvement of programmatic staff while managing workload issues.

**Why:** Direct involvement in the planning process yields a better work product and creates investment and engagement

**When:** July-September 2008

**How:** By setting up 30 minute interviews with 7-10 individuals, preferably face to face, and asking the appropriate set of questions

**With whom:** Each interviewer will interview 4 students, two known through involvements and two unknown (preferably upperclassmen and including graduate students)

**Who else?:** Additionally, each interviewer will select 3-5 colleagues to interview from the categories below (only one person per category to insure breadth and diversity of input)

**Logistics:** A comprehensive sign-up list will be maintained in the VCSA office to insure no duplication of interviewees. Interviewers will propose their interviewees and wait for confirmation that selected persons are not already connected to another interviewer.

**Reporting:** After the interview, interviewers will make notes, type them up, check them for accuracy via e-mail with the interviewee, and download them into a simple data base by category of interviewee

**Transparency:** All interviewers will have access to all information gathered and reported

### Stakeholder categories

- ❖ Involved students
- ❖ Less involved students
- ❖ Graduate students
- ❖ Faculty
- ❖ Academic administrators (Provosts, Academic Advising Colleagues, Departmental administrators, etc.)
- ❖ Business Affairs (Housing, Dining and Hospitality, Transportation and Parking, Human Resources, Police, Bookstore, etc.)
- ❖ External Relations (Communications, Development, Alumni Affairs, etc.)
- ❖ Prospective students and family members
- ❖ Family members/parents
- ❖ Community partners (Agencies, K-12 administrators and teachers, Community College Colleagues
- ❖ Alumni
- ❖ Colleagues within Student Affairs not taking part in the process

**Before the interview:** Send or provide a link to an overview of Student Affairs units and existing mission, values and vision statements. This information may be found by visiting the VCSA web site:

<http://vcsa.ucsd.edu/>

You may also want to add a respondent number for each interviewee so you can more easily track and retrieve their responses on the interview form. This field is available for each interview section as "Respondent Number".



4. What have you liked most about being a student here?
5. What could improve your experience as a student at UCSD?
6. What role has the college played in your experience? How could it be improved?
7. Have you had to overcome any obstacles or specific difficulties on campus?
8. When you look at the list of Student Affairs programs and services, which have you taken advantage of? How would you describe that experience?
9. How effectively is the campus addressing your well-being so that you can be successful?
10. How do you think UCSD is preparing you for life after college?
11. How can we work together to improve the student experience? The campus sense of community?

Thank you for your time. Your comments will be combined with others we receive to provide important input to our planning process. We'll be setting new goals, directions and action plans in the near future. If you'd like to be informed of our progress, I'd be happy to keep you updated. Thanks again.

**Stakeholder Interviews: Campus colleagues and partners**

**To set up:**

Hi. I'm \_\_\_\_\_, I work for Student Affairs as \_\_\_\_\_.

(Set up can be done by support staff; change intro to "I'm calling on behalf of \_\_\_\_\_ who serves as \_\_\_\_\_")

Student Affairs is working to improve the student experience at UCSD. As part of that process, we are conducting a series of interviews of people who represent important constituents of the office. Would you be willing to spend a half-hour responding to a few questions and sharing your perception of the office? Your comments will not be attributed to you individually but will be joined with those of others for a broad view.

**At the interview:**

Thanks for your willingness to meet to discuss Student Affairs at UCSD. I have a few questions that we're asking of all of our interviewees. I'd like to go through those first, but if you have other comments in addition I'd be interested to hear them.

**Respondent Number \_\_\_\_\_**

Please tell me your Vice Chancellor Area \_\_\_\_\_

Are you a: 1. Staff member 2. Faculty member

1. When you look at the list of Student Affairs programs and services, which ones do you interact with?
2. Describe the nature and quality of your relationship/interactions with different aspects of Student Affairs. Examples?
3. How are you impacted by what we do? How is that important to you?
4. How might we work better together?
5. What are the barriers to your partnering with Student Affairs?
6. What do we do well? Where so you think we could be more effective? What specific suggestions would you offer us?

7. What could be done to enhance the sense of community at UCSD?
8. If Student Affairs (or the specific unit they cite as important) were to go away tomorrow, what would that mean for the University of California San Diego?
9. Is there anything else you would like to share?

Thank you for your time. Your comments will be combined with others we receive to provide important input to our planning process. We'll be setting new goals, directions and action plans in the near future. If you'd like to be informed of our progress, I'd be happy to keep you updated. Thanks again.

**Stakeholder Interviews: Off-campus colleagues and partners**

**To set up:**

Hi. I'm \_\_\_\_\_, I work for Student Affairs at UC San Diego as \_\_\_\_\_.

(Set up can be done by support staff; change intro to "I'm calling on behalf of \_\_\_\_\_ who serves as \_\_\_\_\_")

Student Affairs is working to improve the student experience at UCSD. As part of that process, we are conducting a series of interviews of people who represent important constituents of the office. Would you be willing to spend a half-hour responding to a few questions and sharing your perception of the office? Your comments will not be attributed to you individually but will be joined with those of others for a broad view.

**At the interview:**

Thanks for your willingness to meet to discuss Student Affairs at UCSD. I have a few questions that we're asking of all of our interviewees. I'd like to go through those first, but if you have other comments in addition I'd be interested to hear them.

**Respondent Number \_\_\_\_\_**

1. What sector of the economy or community do you work in? (please circle response)
  - A. Commercial or other for profit
  - B. Non profit
  - C. Government
2. When you look at the list of Student Affairs programs and services which ones do you interact with?
3. Describe the nature and quality of your relationship and interactions. Examples?
4. How are you impacted by what we do? How is that important to you?
5. How might we work better together?

6. What are the barriers to your partnering with UCSD Student Affairs?
7. What do we do well? Where so you think we could be more effective? What specific suggestions would you offer us?
8. Is there anything else you would like to share?

Thank you for your time. Your comments will be combined with others we receive to provide important input to our planning process. We'll be setting new goals, directions and action plans in the near future. If you'd like to be informed of our progress, I'd be happy to keep you updated. Thanks again.



**Stakeholder Interviews: Alumni**

**To set up:**

Hi. I'm \_\_\_\_\_, I work for Student Affairs as \_\_\_\_\_.

(Can be done by support staff; change intro to "I'm calling on behalf of \_\_\_\_\_")

Student Affairs is working to improve the student experience at UCSD. As part of that process, we are conducting a series of interviews of our colleagues throughout the department. Would you be willing to spend a half-hour responding to a few questions and sharing your perception of the office? Your comments will not be attributed to you individually but will be joined with those of others for a broad view.

**At the interview:**

Thanks for your willingness to meet to talk about your experience as a member of Student Affairs. I have a few questions that we're asking of all of our interviewees. I'd like to go through those first, but if you have other comments in addition I'd be interested to hear them.

**Respondent Number \_\_\_\_\_**

1. Please tell me the year you graduated? \_\_\_\_\_
2. If employed, what is your field of employment? \_\_\_\_\_
3. Looking back over your experience as a student, what stands out for you?
4. When you look at the list of Student Affairs programs and services, which ones touched your life? In what way?
5. How did we prepare you for life after college? What more could we have done?
6. What traditions did you participate in while a student at UCSD?
7. What could be done to enhance the sense of community at UCSD?

8. What would draw you back to UCSD? What would you like to participate in?

**Stakeholder Interviews: Prospective students**

**To set up:**

Hi. I'm \_\_\_\_\_, I work for Student Affairs at UC San Diego as \_\_\_\_\_.

(Set up can be done by support staff; change intro to "I'm calling on behalf of \_\_\_\_\_ who serves as \_\_\_\_\_")

Student Affairs is working to improve the student experience at UCSD. As part of that process, we are conducting a series of interviews of people who represent important constituents of the office. Would you be willing to spend a half-hour responding to a few questions and sharing your perception of the office? Your comments will not be attributed to you individually but will be joined with those of others for a broad view.

**At the interview:**

Thanks for your willingness to meet to discuss Student Affairs at UCSD. I have a few questions that we're asking of all of our interviewees. I'd like to go through those first, but if you have other comments in addition I'd be interested to hear them.

**Respondent Number \_\_\_\_\_**

1. Gender
2. What grade are you in now?
3. Do students at your school talk to each other about college? About UCSD? What do they say about UCSD?
4. Do you feel like you understand what will be expected of you in college, academically, and how you should prepare for it?
5. What factors are you considering as you approach your college choice?
6. What factors would influence your decision to choose UCSD?
7. Do you have any suggestions about ways to improve the information you receive about the college admissions process – either how you receive the

information, or the content of the information that you receive?

**Stakeholder Interviews: Current parents**

**To set up:**

Hi. I'm \_\_\_\_\_, I work for Student Affairs at UC San Diego as \_\_\_\_\_.

(Set up can be done by support staff; change intro to "I'm calling on behalf of \_\_\_\_\_ who serves as \_\_\_\_\_")

Student Affairs is working to improve the student experience at UCSD. As part of that process, we are conducting a series of interviews of people who represent important constituents of the office. Would you be willing to spend a half-hour responding to a few questions and sharing your perception of the office? Your comments will not be attributed to you individually but will be joined with those of others for a broad view.

**At the interview:**

Thanks for your willingness to meet to discuss Student Affairs at UCSD. I have a few questions that we're asking of all of our interviewees. I'd like to go through those first, but if you have other comments in addition I'd be interested to hear them.

**Respondent Number \_\_\_\_\_**

- 1. Is your child a:
  - 1. Freshman
  - 2. Sophomore
  - 3. Junior
  - 4. Senior
- 2. What is you child's major?
- 3. Why did you and your child choose UC San Diego?
- 4. How would you describe your child's academic experience at UCSD?
- 5. How would you describe their student life experience?
- 6. How do you rate the quality and timeliness of the information you receive from UC San Diego?
- 7. Have you encountered any difficulties in your child's experience?



**NOTE: Student Affairs colleagues will be interviewed after the other interviews have been completed.**

**Stakeholder Interviews: Student Affairs Colleagues**

**To set up:**

Hi. I'm \_\_\_\_\_, I work for Student Affairs as \_\_\_\_\_.

(Can be done by support staff; change intro to "I'm calling on behalf of \_\_\_\_\_")

Student Affairs is working to improve the student experience at UCSD. As part of that process, we are conducting a series of interviews of our colleagues throughout the department. Would you be willing to spend a half-hour responding to a few questions and sharing your perception of the office? Your comments will not be attributed to you individually but will be joined with those of others for a broad view.

**At the interview:**

Thanks for your willingness to meet to talk about your experience as a member of Student Affairs. I have a few questions that we're asking of all of our interviewees. I'd like to go through those first, but if you have other comments in addition I'd be interested to hear them.

**Respondent Number \_\_\_\_\_**

1. Do you supervise two or more career staff?
2. Are you the director of a unit?
3. How would you articulate the current role, core purpose and values of Student Affairs?
4. What are you most proud of about your role or unit?
5. Can you think of things we should be doing that we are not?
6. What concrete ways can we improve the quality of life in your work environment?
7. What can we do to improve our internal communication?

8. As we continue to develop as an organization, how can Student Affairs help you to become more effective and invested?
9. Is there anything else you would like to share?

Thank you for your time. Your comments will be combined with others we receive to provide important input to our planning process. We'll be setting new goals, directions and action plans in the near future. If you'd like to be informed of our progress, I'd be happy to keep you updated. Thanks again.