



International Association of Student Affairs and Services

Strategic Plan
2014-2019

Final Draft

May 15, 2014
3-IAS-201301

Introduction and Strategic Planning Activities

The International Association of Student Affairs and Services (IASAS; the Association) partnered with Keeling & Associates, LLC (K&A) to facilitate the development of a strategic plan for the coming three to five years. As part of the planning process, K&A conducted telephone, Webex, and Skype interviews with IASAS Board members and Regional Coordinators in January 2014 to hear their views and perspectives about the strengths and weaknesses of the Association, obtain their analysis of emerging opportunities and external threats, and hear their thoughts and aspirations about the “IASAS of the future,” including how IASAS might be resourced and how it might develop and improve its relationships with other student affairs and services organizations. K&A summarized these discussions in a tentative planning theme document¹ and shared that document with the IASAS president and secretary for their review.

The tentative planning themes provided the foundation for a web-based strategic planning survey. K&A designed this survey in consultation with IASAS to gather the views of IASAS members about the Association’s priorities, opportunities, and challenges for the next three to five years. The survey included both quantitative and qualitative questions and was available to all IASAS members between February 12 and March 3, 2014.

K&A then facilitated an in-person strategic planning session with IASAS leaders and members during the annual conference of NASPA-Student Affairs Administrators in Higher Education on March 15, 2014 in Baltimore, Maryland, USA. During this session, K&A (1) presented revised preliminary planning themes developed from interviews and the results of the strategic planning survey,² and (2) guided discussion about the Association’s priorities and goals for the upcoming three- to five-year planning period. The session engaged 13 IASAS members and leaders for approximately three hours; participants represented various institutions and associations of higher and post-secondary education in the United States and Canada, including the IASAS president and secretary.

Participants divided into two groups to discuss the revised preliminary planning themes and suggest areas that IASAS should prioritize in the strategic plan. Each group then

¹ *IASAS Tentative Planning Themes* (February 7, 2014)

² *IASAS Strategic Planning Survey Results* (March 12, 2014)

reported on their discussions. K&A summarized the results of the strategic planning session and shared the draft goals and objectives that emerged from that discussion with the IASAS president and secretary for review with the IASAS Board of Directors (Board).³ The Board's suggestions and feedback are incorporated into the following draft strategic plan.

Strategic Goal A: Mission

Clarify, define, and differentiate IASAS' mission as a globally-focused and regionally connected student affairs and services association.

- ▶ *Objective A1:* Define mission, products, communications and messaging, and a business plan very clearly and in ways that distinguish IASAS from other student affairs and services associations and organizations.
- ▶ *Objective A2:* Articulate and adopt global—not solely North American—assumptions in guiding principles, organization, operations, and membership.
- ▶ *Objective A3:* Determine what services IASAS should provide and to whom they should be provided.

Services might include consultative support to colleges and universities seeking to develop their student affairs or services organization and operation, international job search boards, global exchange programs for professionals at different administrative levels, professional development, and an international student affairs and services journal.

Strategic Goal B: Membership

Develop a greater understanding of IASAS' membership across the world and work to intentionally increase that membership.

- ▶ *Objective B1:* Identify student affairs and services staff and faculty around the world, with an emphasis on staff and faculty outside of North America.

³ IASAS Strategic Planning Discussion Summary (March 27, 2014)

- ▶ *Objective B2:* Communicate with members around the world in ways that demonstrate understanding of and deference to their respective cultural assumptions and organizational structures.
- ▶ *Objective B3:* Intentionally engage members at various professional levels—with respect to geographic and regional diversity—including senior and mid-level administrators, new and entry-level professionals, higher education faculty, and graduate students.
- ▶ *Objective B4:* Rethink and strengthen the roles and responsibilities of Regional Coordinators to assist IASAS membership in understanding the organizational and student services models and assumptions as well as the unique needs of higher and post-secondary education in their respective regions.

Strategic Goal C: Sustainability

Design, develop, and implement a resource and partnership model to ensure IASAS' organizational sustainability for the future.

- ▶ *Objective C1:* Determine short- and long-term funding goals.
- ▶ *Objective C2:* Explore various options for resourcing IASAS, including partnerships with other associations, sponsorships, and a tiered membership model.
- ▶ *Objective C3:* Design and cultivate strategic partnerships and relationships with other student affairs and services associations and organizations around the world based on mutual goals.