MISSION:

In order to enhance the academic mission, the Division of Student Affairs collaborates with the University and beyond to create a supportive and challenging environment that provides opportunities for student learning, engagement, and success. Through the provision of high quality programs, services, and facilities, the Division promotes student development and lifelong discovery; celebrates differences; and promotes global citizenship.

VISION:

The Division of Student Affairs will be a national leader in creating a vibrant and diverse campus community in which all students are engaged, valued, challenged, and provided a platform to achieve their full potential.

VALUES:

- Academic persistence and success
- Personal integrity, responsibility, and ethical decision-making
- Personal growth and development in a safe environment
- Mutual respect and human dignity
- Diversity and inclusion
- Sense of community
- Civic engagement
- Institutional responsibility and accountability
- Sensitivity to work-life balance
- Collaborative planning and policy implementation

GOALS:

Goal 1 – Prepare Students for Leading Roles in an Innovation-Driven Economy and Global Society

Goal 2 – Promote Research and Creative Work within the Division of Student Affairs

Goal 3 – Develop Human and Physical Resources to Provide Students with a Co-Curricular Experience Reflective of a Top 20 Public University

Goal 4 – Promote Diversity and Inclusion

Goal 5 – Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service
PREAMBLE

The Division of Student Affairs is integral to the University in its dedicated mission to teaching, research, and service, and in its quest to achieve Top 20 status. The provision of Student Affairs programs, services, facilities, and dedicated staff complement the University’s leadership, vision and strategic plan. The Division of Student Affairs Strategic Plan is designed not only to be responsive to these institutional strategic indicators but also to be proactive and innovative. It reflects the Division as a valued critical partner and resource in forecasting student trends and identifying creative approaches to address student needs at the University.

The Division of Student Affairs Strategic Plan recognizes the imperative to accommodate and embrace change on multiple levels including a renewal of the Division’s mission, vision, philosophy, structures and resources. The outcomes of these changes will determine the course and standards of excellence for the Division as it works toward achieving recognition as a national leader in the field and as a premiere student services organization.

The Division of Student Affairs Strategic Plan is intended to challenge current ways of thinking and implementation; uniquely identify Divisional priorities; and affirm the commitment of the Division to be an active participant in the life and functions of the University in an ongoing and deliberate manner. This plan is a living document which will adjust to the ever changing culture of our students, University, Commonwealth, and global society.
GOAL 1:

Prepare Students for Leading Roles in an Innovation-Driven Economy and Global Society

The Division of Student Affairs plays a key role in preparing students to be active citizens and leaders in a global society. The opportunities the Division provides outside the classroom challenge students to become active members of their communities, welcoming different points of view and systems of belief while examining and refining their own values. Through innovative programs, services, and facilities, the Division strives to equip students to lead in an international economy and society.

Objective 1.1 Enhance Division of Student Affairs programs, services, and facilities to improve student retention, graduation, and success.

Strategy 1.1.1 Assess, to the extent possible, the impact of existing programs, services, and facilities on retention and graduation rates and use results to inform and guide decision-making regarding existing and future programs, services, and facilities.

Strategy 1.1.2 Align Division learning outcomes and departmental learning outcomes with the General Education Curriculum and incorporate them into the planning and assessment of programs, services, and facilities.

Strategy 1.1.3 Identify and apply best practices, model programs, and contemporary applications that address retention and attrition in Division programs, services, and facilities.

Strategy 1.1.4 Utilize the Office of Institutional Planning, Research and Effectiveness to support assessment and tracking efforts.

Objective 1.2 Engage students from multiple societal segments in co-curricular and curricular leadership experiences.

Strategy 1.2.1 Collect baseline information identifying those student populations currently engaged in co-curricular and curricular leadership experiences and use results to inform decision-making.

Strategy 1.2.2 Define a Division-wide leadership development philosophy and a set of core competencies to be reflected in co-curricular and curricular programs.

Strategy 1.2.3 Investigate, in partnership with the academic colleges and departments, the development of a leadership minor and new leadership courses.

Strategy 1.2.4 Enhance marketing and communication efforts to provide opportunities for students to become involved in leadership and engagement experiences.
Objective 1.3 Enhance collaboration with faculty and staff outside the Division of Student Affairs in the development and delivery of student programming and training.

Strategy 1.3.1 Identify opportunities and methods to engage faculty and staff in Division programs, services, and facilities.

Strategy 1.3.2 Develop a centralized and coordinated process for tracking faculty involvement to establish baseline measures and ongoing assessment.

Strategy 1.3.3 Identify and expand co-curricular activities associated with academic classes to inform decision making regarding programs, services, and facilities.

Objective 1.4 Proactively address changing student demographics and create opportunities for interactive student engagement across cultures and other identities.

Strategy 1.4.1 Develop new and enhance existing programs and services which support and engage targeted student populations with unique needs (e.g. first generation, transfer students, non-traditional students, disabled students, military veterans, international students, graduate students and other underrepresented student groups). Inventory and review existing programs and services dedicated to support diverse student population needs.

Strategy 1.4.2 Enhance current and create formalized collaborations with the Office of International Affairs to support international student recruitment, service support, and retention.

Strategy 1.4.3 Where applicable, create departmental student advisory groups to guide and direct efforts.
GOAL 1: Prepare Students for Leading Roles in an Innovation-Driven Economy and Global Society

Metric 1.1 In cooperation with key partners, increase programming, services, and facilities to assist in the retention, graduation and success of students as a Division.

Metric 1.2 Use the Multi-Institutional Study of Leadership, Educational Benchmarking Incorporated instruments, and other identified assessment tools to establish a baseline of current leadership education efforts and initiate improvement.

Metric 1.3 Increase student engagement at multiple levels of leadership development through the implementation of a comprehensive leadership program.

Metric 1.4 Increase by 10% the number of faculty and staff engaged in Division programs, services, and facilities.

Metric 1.5 Increase co-curricular programs associated with academic courses.

Metric 1.6 Increase the number of undergraduate, graduate, and professional students who become involved in Division programs, services, and the use of facilities.
GOAL 2:

Promote Research and Creative Work within the Division of Student Affairs

The Division of Student Affairs has a responsibility to support and enhance the research mission of the University of Kentucky. “Research is determined to be any methodical investigation into a subject in order to discover facts, establish or revise a theory, or develop a plan of action” (Microsoft Online Dictionary). Through application of best practices, model programs, assessment and ongoing research, departmental units will make more informed programmatic, budgetary and service-based decisions. As a result of these applications, Student Affairs will embrace innovative thinking and contribute to the profession and the intellectual community.

Objective 2.1 Increase research and scholarly productivity within the Division of Student Affairs.

Strategy 2.1.1 Collaborate with undergraduate, graduate, and professional academic programs to identify Divisional research opportunities that will prepare students for successful graduate and professional careers.

Strategy 2.1.2 Support research, inclusive of student research, in the Division.

Strategy 2.1.3 Publish and present department and division level research.

Strategy 2.1.4 Identify resources for staff to attend professional conferences focusing on research and contemporary practices in Student Affairs nationally and internationally.

Objective 2.2 Establish the Division of Student Affairs as a model program for attracting undergraduate and graduate students to pursue a career in Student Affairs.

Strategy 2.2.1 Expand graduate assistant, research assistant, and other graduate student placements in the Division.

Strategy 2.2.2 Evaluate staffing patterns and responsibilities for graduate student staffing across the Division and identify model academic and Student Affairs cooperatives.

Strategy 2.2.3 Define the partnership between the Division and the Educational Policy Studies and Evaluation program.

Strategy 2.2.4 Provide resources for Division staff to attend regional and national conferences to recruit candidates for graduate assistantships who are seeking a career in Student Affairs.

Strategy 2.2.5 Conduct regular assessments of graduate assistants and graduate students placed in the Division.
Objective 2.3  Strengthen assessment efforts within the Division of Student Affairs.

Strategy 2.3.1  Conduct benchmark comparisons to determine the level of administrative assessment support consistent with the needs of the Division (e.g. Assessment Officer and/or dedicated Assessment Office).

Strategy 2.3.2  Evaluate the number and type of assessment activities currently taking place within individual departments and determine where synergies and costs savings can be realized for more effective assessment results and applications.

Strategy 2.3.3  Conduct a comparative analysis with model Student Affairs organizations of assessment methodologies and resources.

Strategy 2.3.4  Conduct program assessments and program reviews in accordance with University and Divisional schedules.

Strategy 2.3.5  Publish and apply the results of assessments to inform Division program, service, and facility planning and implementation.
GOAL 2:

Promote Research and Creative Work
Within the Division of Student Affairs

Metric 2.1 Increase collaboration with University efforts to support research outside of the classroom or laboratory.

Metric 2.2 Conduct or continue research in one or more areas annually per department proportionate to available staff and resources.

Metric 2.3 Identify and pursue at least 10 grants or other external funding sources to support research in the Division.

Metric 2.4 Increase partnerships with academic programs to improve graduate assistantship and graduate student experiences within the Division.

Metric 2.5 Implement Division-wide graduate student placement evaluation to identify level of satisfaction, quality, and preparedness for professional advancement.

Metric 2.6 Increase the level of administrative staff and support services for assessment efforts within the Division.

Metric 2.7 Engage 100% of Division departments in ongoing assessment and planning.
GOAL 3:

Develop Human and Physical Resources to Provide Students with a Co-Curricular Experience Reflective of a Top 20 Public University

The Division of Student Affairs will realize its goals only when the resources which enable it to thrive are identified and cultivated. For the Division, these resources are students at the University, its employees, its facilities, and the capital necessary to provide the highest quality of service to the student body. The needs of the student body are dynamic – they will continue to change. Therefore, it is critical that the Division develop the resources of staff members in order to prepare students for success. As the Division moves forward, it must focus on attracting and hiring the most qualified, creative and committed staff to ensure the quality of programs and services provided to students increases with the demand. It is essential for the Division to have 21st century facilities that adequately meet the needs of students and are comparable to benchmark institutions. The Division must advocate for and invest in its staff and facilities with confidence that the return on the investment will be realized by the student body achieving its potential.

Objective 3.1 Achieve parity with the Top 20 public research universities by implementing a more effective and efficient organizational structure.

Strategy 3.1.1 Restructure the Division to ensure the Vice President for Student Affairs has an appropriate balance of daily Divisional tasks and broader University involvement.

Strategy 3.1.2 Align like programs and services to utilize resources (financial, facility, and human) to the fullest potential.

Objective 3.2 Recruit strategically to attract and retain highly skilled and diverse candidates in order to more efficiently serve the needs of students.

Strategy 3.2.1 Review and edit the documents and resources used in the recruitment process to ensure the University is sought out as a desirable employer for high level candidates.

Strategy 3.2.2 Review and modify position descriptions in comparison with similar positions at benchmark universities.

Strategy 3.2.3 Implement programs to increase leadership, knowledge, skills, and abilities to enhance staff competence and accountability across the Division.

Strategy 3.2.4 Increase the number of professional development opportunities and resources including a Divisional new employee orientation.
Strategy 3.2.5 Improve work-life practices, as per the University wide Work-Life Survey, to promote a healthy, productive, and safe work environment for exempt and non-exempt staff.

Strategy 3.2.6 Create a workplace environment that promotes the values and practices necessary to foster a professional culture of highest ethical standards, respect, learning, innovation, efficiency, and service to support students, colleagues, and consumers.

Objective 3.3 Identify innovative and creative ways to use technology in order to create new programs, be more cost-effective, and make students and staff more aware of services and programs.

Strategy 3.3.1 Implement a comprehensive program in cooperation with Information Technology to apply new and emerging technologies across the Division.

Strategy 3.3.2 Achieve parity commensurate with benchmarks for information technology solutions and services to support Division programs, services, and facilities.

Objective 3.4 Ensure availability of and access to student-space facilities and services to provide students with maximum opportunities to grow and learn.

Strategy 3.4.1 Adjust facility operating hours and expand the service-delivery hours of operations in accordance with student's expectations and needs.

Strategy 3.4.2 Continue participation in national benchmarking studies including, but not limited to, the Educational Benchmarking Incorporation assessment of services and facilities in the Student Center, Residence Life, and Dining Services.

Objective 3.5 Articulate a short and long-term capital improvement plan for the Division of Student Affairs.

Strategy 3.5.1 Advocate for capital projects to meet student needs reflective of a Top 20 public institution.

Objective 3.6 Increase development and fundraising efforts to ensure the Division of Student Affairs is competitive with benchmark Student Affairs organizations.

Strategy 3.6.1 Collaborate with the Office of Development to identify key components to implement a comprehensive Division development and fundraising plan.

Strategy 3.6.2 Create and execute a Division development and fundraising plan.
GOAL 3:

Develop Human and Physical Resources to Provide Students with a Co-Curricular Experience Reflective of a Top 20 Public University

Metric 3.1 A new Divisional organizational structure will be approved and implemented by 2012.

Metric 3.2 Increase student satisfaction with availability of programs, services, and facilities.

Metric 3.3 Based upon the University standard, keep pace with the University’s progress as it strives to increase the percent of staff at the appropriate point between the minimum and mid-point of the pay grade, based on performance and years of experience, to 90 percent.

Metric 3.4 Improve the Division’s work-life satisfaction through completion of the University Work-Life survey and utilization of the data to improve work-life practices.

Metric 3.5 Identify and launch 5 new Division information technology applications to enhance on-line learning, student service delivery, and facilities.

Metric 3.6 Complete the design phase of the expansion and renovation of the Student Center, inclusive of dining and retail space, by 2012.

Metric 3.7 Consistent with the University’s 2010-2016 Capital Project Plan, renovate, design or commence construction on at least three capital improvement projects inclusive of these identified priorities:
- Renovate Alumni Gym to provide a North Campus health, wellness and fitness space
- Renovate Memorial Hall to incorporate handicap accessibility and accommodation
- Renovate Complex Commons dining area
- Design South Campus dining facility

Metric 3.8 Increase the number of donor contacts and gift giving by 20%.
GOAL 4:

Promote Diversity and Inclusion

*The Division of Student Affairs has a responsibility to support the University in its efforts to promote diversity and inclusion. The Division is uniquely positioned to not only assist the University in this effort, but to become pacesetters toward creating a culture of embracing differences. Reflective of the University’s Strategic Plan, the Division believes diversity and inclusion are essential values, and strives to “…prepare students for meaningful and responsible engagement within and across diverse communities.”*

Objective 4.1 Promote inclusive excellence across the Division of Student Affairs.

**Strategy 4.1.1** Establish a common understanding of the Division’s diversity and inclusion priorities.

**Strategy 4.1.2** Develop a system to evaluate existing Division strategies which enhance the culture of diversity and inclusion.

Objective 4.2 Promote shared responsibility throughout the Division of Student Affairs for enhancing diversity and inclusion.

**Strategy 4.2.1** Create a structured method by which Division staff and departments are exposed to and held accountable for incorporating diversity and inclusive excellence in job performance, programs, services, and facilities.

**Strategy 4.2.2** Investigate the development of a formal reporting process and institutional responsiveness for students who have experienced discrimination.

**Strategy 4.2.3** Develop partnerships with local, regional, and national organizations that promote diversity and inclusive excellence.

Objective 4.3 Promote curricular and co-curricular transformation that recognizes the educational advantages of diversity and inclusion.

**Strategy 4.3.1** Identify and allocate resources to support collaborative programs among the Division and potential academic and non-academic partners to achieve greater diversity in curricular and co-curricular learning (i.e. Office of International Affairs).
GOAL 4:

Promote Diversity and Inclusion

Metric 4.1 Evaluate all departments’ progress in implementing strategies to achieve inclusive excellence in programs, services, and facilities.

Metric 4.2 All departments will document and demonstrate staff accountability for systemic integration of diversity and inclusive excellence across the Division.

Metric 4.3 Increase availability of curricular and co-curricular opportunities for students to graduate with tangible skills pertaining to cultural competence and community building.
GOAL 5:

Improve the Quality of Life of Kentuckians
Through Engagement, Outreach, and Service

Consistent with the University’s instrumental role as a flagship and land-grant institution to better serve the Commonwealth, the Division of Student Affairs is a significant contributor to engagement, outreach, and service. Co-curricular and curricular programs are offered and continue to be developed to meet the symbiotic needs of the community and those of students, faculty, and staff. Through dedicated partnerships, research, teaching, training, programming, and the infusion of service-learning, the Division strives to actively engage students, faculty, and staff, in these purposeful efforts. The Division seeks to enhance its role as a vital participant and source of expertise in strengthening community engagement, outreach, and service locally, nationally, and globally.

Objective 5.1 Increase the Division of Student Affairs level of community engagement, outreach and service.

Strategy 5.1.1 Create a centralized repository of Division resources and existing engagement, outreach, and service programs.

Strategy 5.1.2 Establish a tracking system to enhance inter-departmental collaboration and identify resources, current activities, and student participation.

Strategy 5.1.3 Develop program and service plans for assessing and determining community needs that can be addressed by respective Division departments.

Strategy 5.1.4 Create structured feedback mechanisms across the Division that include community members, students, faculty, and staff to enhance engagement (e.g. advisory boards, focus groups, surveys, etc.)

Strategy 5.1.5 Develop innovative engagement, outreach, and service initiatives that positively impact the lives of Kentuckians and beyond.
GOAL 5:

Improve the Quality of Life of Kentuckians
Through Engagement, Outreach, and Service

Metric 5.1  Increase by 10% the number of students participating in engagement, outreach, and service partnerships with an emphasis on involvement of underrepresented students.

Metric 5.2  Increase the number of Division collaborations with academic colleges and departments focusing on community engagement.

Metric 5.3  Establish five new engagement, outreach, and service partnerships based upon mutually identified needs between the Division and community entities.