MISSION:
The University of Kentucky Dean of Students Office provides both administrative and educational services that support the personal and academic success of students. The office provides extra–curricular, non–academic educational programs and also collaborates with academic units to provide support for students in reaching their educational goals.

VISION:
The Dean of Students Office will be recognized within the University community as a primary contributor to student engagement, wellness, success and retention.

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 Dean of Students Office
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
GOAL 1:
PREPARE STUDENTS FOR LEADING ROLES IN AN INNOVATION-DRIVEN ECONOMY AND GLOBAL SOCIETY

Students must be encouraged to become informed and active participants of society. Education is incomplete without a corresponding sense of duty and responsibility to the community. The college years have traditionally been time for students to explore their place in the world, experiment with new philosophies, and develop the critical thinking skills that will help them succeed in life. Our ability to allow students the freedom to explore while reminding them of their responsibilities as adults is fundamental.

Objective 1.1 Enhance Dean of Students Office programs, services, and facilities to improve student retention, graduation, and success.

Strategy 1.1.1 Design and implement additional small-group experiences for students.

Strategy 1.1.2 Continue to collaborate with faculty regarding academic accommodations and exam services for students with disabilities under the auspices of the Disability Resource Center.

Objective 1.2 Engage students from multiple societal segments in leadership experiences.

Strategy 1.2.1 Collaborate with other Student Affairs departments and academic colleges/departments to enhance marketing and communication efforts regarding student leadership and engagement opportunities.

Strategy 1.2.2 Increase the number of IFC, Panhellenic and multi-cultural fraternities and sororities on campus.

Objective 1.3 Enhance collaboration with faculty and staff outside the Dean of Students in the development and delivery of student programming and training.

Strategy 1.3.1 Sustain current and foster new faculty and staff partnerships to enhance current and future programming.

Strategy 1.3.2 Partner with faculty to integrate the annual Common Reading Experience into the curriculum for their respective departments and colleges.
GOAL 1: METRICS

Metric 1.1  Achieve a 10:1 new student to peer mentor ratio within the yearlong mentor program to be developed as a continuation of the K Week small-group experience.

Metric 1.2  Increase and enhance leadership opportunities that appeal to a wide variety of students.

Metric 1.3  Increase by 20% the number of faculty and staff outside the Division of Student Affairs engaged in the development and delivery of student programming and training.
GOAL 2: PROMOTE RESEARCH AND CREATIVE WORK WITHIN THE DEAN OF STUDENTS OFFICE

Research provides both a means of better understanding the students with whom we work and a means of assessing the impact of programs and services provided through the Dean of Students Office. The feedback and data generated through our evaluative activities are fundamental to improving existing programs and developing new services.

Objective 2.1 Increase research productivity within the Dean of Students Office.

Strategy 2.1.1 Enhance the visibility of the Dean of Students staff among its peers.

Strategy 2.1.2 Continue current and implement new benchmarking methods to gain knowledge of best practices applied by UK Benchmark Institutions and other campuses noted for excellence in various units which comprise the UK Dean of Students Office.

Strategy 2.1.3 Identify resources for staff to attend professional conferences focusing on research and contemporary practices in Students Affairs nationally and internationally.

Strategy 2.1.4 Explore opportunities for IRB-approved research on specific student populations.

Objective 2.2 Support the Division of Student Affairs in attracting undergraduate and graduate students to pursue a career in Student Affairs.

Strategy 2.2.1 Lead efforts and collaborations to foster programs, services, and trainings which promote Student Affairs and provide mentorship to students wishing to pursue a career in the field.

Strategy 2.2.2 Offer internships and practicum opportunities for students to enhance professional preparation.

Strategy 2.2.3 Explore opportunities to increase graduate assistantships within the Dean of Students units.

Objective 2.3 Strengthen assessment efforts within the Dean of Students Office.

Strategy 2.3.1 Enhance funding and resources for assessment.

Strategy 2.3.2 Explore partnerships with academic departments to utilize existing data in research and assessment efforts.
GOAL 2: METRICS

Metric 2.1 Increase the number of conference proposals, presentations, publications, and leadership in professional organizations.

Metric 2.2 Annually conduct at least one program, training, workshop, or conference promoting careers in Student Affairs.

Metric 2.3 Engage 100% of Dean of Students units 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

From their initial contact with the University through their graduation, students expect human and physical resources that meet their needs. In order to meet the needs of our students, the Dean of Students Office must attract, develop, and retain an outstanding staff and advocate for enhancements to the spaces, facilities, and services that serve as vital areas of connection between students and the University.

Objective 3.1 Recruit strategically to attract and retain highly skilled and diverse candidates in order to more efficiently serve the needs of students.

Strategy 3.1.1 Identify and utilize resources and tools available to the University and specific Dean of Students units to implement a national recruitment strategy.

Strategy 3.1.2 Identify and/or develop resources to support a competitive salary and benefits structure to ensure the Dean of Students is sought out as a desirable department for high level candidates.

Strategy 3.1.3 Develop resources to support employees’ professional development opportunities.

Objective 3.2 Identify innovative and creative ways to use technology in order to create new programs, be more cost-effective, and make students, staff, and parents more aware of services and programs.

Strategy 3.2.1 Evaluate current social and academic networking strategies to improve current and/or develop new strategies to engage students in Dean of Students programs, services, and facilities.

Strategy 3.2.2 Explore strategies for effective and efficient maintenance of unit websites.

Strategy 3.2.3 Explore ways to incorporate “green” initiatives into departmental operations.

Objective 3.3 Ensure availability of and access to student space, facilities, and services to provide students with maximum opportunities to grow and learn.

Strategy 3.3.1 Advocate for capital projects to meet the education, programming, living, recreation, fitness, and wellness needs of the UK community.

Strategy 3.3.2 Continue to assess and advocate for improved campus architectural accessibility and accessibility to University websites and online learning courses.

Objective 3.4 Increase development and fundraising efforts.

Strategy 3.4.1 Enhance networking and solicitation of corporate and private gifts.

Strategy 3.4.2 Work with Development Office to increase Parent Association phonathon revenues.
GOAL 3: METRICS

Metric 3.1 When possible, all hiring searches for professional positions should be national to create the best pool of candidates.

Metric 3.2 Improve and/or develop five information technology initiatives to enhance online learning, student service delivery, and facilities.

Metric 3.3 Consistent with the University’s 2010-2016 Capital Project Plan as well as the 2009-2014 Division of Student Affairs Strategic Plan, renovate, design, or commence construction on the following capital improvement projects:
- Renovate Alumni Gym to provide a North Campus health, wellness, and fitness space and relocate Disability Resource Center to a location that meets the needs of students and staff
- Renovate Memorial Hall to incorporate accessibility

Metric 3.4 Complete a written plan for the development of new and renovation of housing for the fraternity and sorority community.

Metric 3.5 Increase the number of donor contacts and gift giving by 20%.
GOAL 4:
PROMOTE DIVERSITY AND INCLUSION

Programs designed to support a diverse community in which all individuals and groups can thrive are necessary to enhance recruitment, retention, and hiring successes. We must create an inclusive living and learning environment for students, faculty, and staff through programs and services that promote sensitivity and respect for the full range of human diversity.

Objective 4.1  Promote curricular and co-curricular transformation that recognizes the educational advantages of diversity and inclusion.

Strategy 4.1.1  Engage students, faculty, staff, academic and non-academic departments, student organizations, and other entities across disciplines, programs, and interests in the discussion and exploration of a common book.

Strategy 4.1.2  Continue incorporating issues of diversity and inclusion into UK101/201 class sessions and assignments.

Strategy 4.1.3  Include diversity education in training student leaders and employees.

Objective 4.2  Attract diverse student participants within Dean of Students programs and services.

Strategy 4.2.1  Develop and/or maintain relationships with Office of Institutional Diversity, Office of Student Involvement (Diversity Education & Community Building component), Office of International Student Affairs, and Martin Luther King, Jr. Cultural Center to promote and enhance Dean of Students diversity programming.

Strategy 4.2.2  Explore opportunities to enhance fraternity and sorority experiences by expanding multicultural Greek organizations.
GOAL 4: METRICS

Metric 4.1 Annually increase the number of students, faculty, staff, academic and non-academic departments, student organizations, and other entities which participate in and/or develop programs relevant to the annual Common Reading book.

Metric 4.2 Increase the number of options for UK101/201 Instructors and Peer Instructors to address diversity and inclusion.

Metric 4.3 Increase programs and activities that appeal to a diverse student population.
GOAL 5:
IMPROVE THE QUALITY OF LIFE OF KENTUCKIANS
THROUGH ENGAGEMENT, OUTREACH, AND SERVICE

Engagement, outreach and service bring Dean of Students staff members together with faculty, staff, students, parents, communities, government agencies, schools, businesses, and others to impact quality of life issues that are critical to Kentucky’s future. The Dean of Students Office must not only provide leadership in this area, but also recognize engagement, outreach, and service as means of education that transcend traditional classroom experiences.

Objective 5.1 Increase the Dean of Students level of community engagement, outreach, and service.

Strategy 5.1.1 Expand opportunities for community businesses and organizations to participate in Dean of Students programming.

Strategy 5.1.2 Evaluate current levels of communication with parents and their engagement in parent/family programming and other campus activities. Apply findings to enhance parent/family programs and services.

Strategy 5.1.3 Document the community engagement, outreach, and service hours performed by fraternity and sorority chapters and individual members.

Strategy 5.1.4 Collaborate with other departments and student organizations to expand current engagement, outreach, and service opportunities.

Strategy 5.1.5 Engage secondary school personnel and high school students with disabilities through participation in high school transition programs.
GOAL 5: METRICS

Metric 5.1  Increase the number of alcohol- and other drug-related programs and presentations to outside community organizations and schools.

Metric 5.2  Increase the number of parents signed up for Cat Chat, the UK Parent Association’s e-newsletter.