UNIVERSITY OF CALIFORNIA, MERCED

DIVISION OF STUDENT AFFAIRS

Strategic Plan 2007-2012

PREPARED FOR STUDENT AFFAIRS RETREAT
January 14, 2008

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INTRODUCTION

The Division of Student of Affairs embarked on the development of a 5-year strategic plan in July of 2006. It was drafted to guide the continued development of the programs and services provided by the division and its departments in support of the University's vision and mission.

The development of the plan occurred through a series of planning retreats. During these retreats and subcommittee meetings the team:

- revised the Student Affairs Mission Statement;
- developed the Vision Statement and Guiding Principles;
- assessed the strengths, weaknesses, opportunities and challenges for the division; and
- assessed the primary needs of the stakeholders: undergraduate and graduate students, alumni, families, faculty and staff, the UC Office of the President, prospective students, donors, community members, K-12 educators and government officials.

This plan was a collaborative effort by the leadership of the Student Affairs division.

MISSION STATEMENT

Student Affairs recruits and develops dedicated students and staff who are committed to lifelong learning. In keeping with the University's Principles of Community, we cultivate a campus environment characterized by respect for human dignity and diversity. Toward these aims, Student Affairs promotes an enriched learning environment, often collaborating with faculty and units campus wide, to provide students with opportunities to realize their intellectual, physical, social and emotional potential.

VISION STATEMENT

The Division of Student Affairs strives to become a leading model of innovative approaches for student-centered initiatives as we deliberately grow to meet the expanding needs of our richly diverse students, alumni, and greater community.

GUIDING PRINCIPLES

The Division of Student Affairs staff members are engaged in work characterized by:

- Student-centered focus
- Cultural sensitivity and acceptance of difference
- Collaborative partnerships
- Creativity and innovation with intentional strategies for change
- Inclusive, non-hierarchical communication
- Purposeful risk taking
- Celebration and recognition

STRATEGIC IMPERATIVES WITH INITIATIVES

The Student Affairs Division is committed to five strategic imperatives that will guide the development of its programs and services. Specific initiatives that support each of the imperatives will be implemented during the period of this strategic plan. Student Affairs staff serve as oversight coordinates for the imperative and initiative to monitor the Division's collective efforts.

Imperative 1: ***Promote student learning and success through collaborative partnerships on and off campus.***

Coordinators: Elizabeth Boretz, Lisa Perry and Leslie Santos

	Initiative	**Goal for 2007-2008**	**Responsible Unit**
1.1	Develop services and support systems to meet the special needs of graduate students.	Each Student Affairs department will submit a plan to the Vice Chancellor of Student Affairs for meeting the unique needs of graduate students. Create and market programs specifically targeted toward the needs and availability of graduate students. Offer career development workshops.	Vice Chancellor – Student Affairs Recreation & Athletics Career Services
1.2	Develop a comprehensive first year experience program.	The Student Advising and Learning Center (Student Advising & Learning) will work collaboratively with faculty to establish a Freshman Year Experience course. Develop a peer advising program for tutoring and learning assistance in the first year experience residence halls. Implement a pilot FYE program that supports students' successful transition to university life.	Student Advising & Learning Student Advising & Learning Housing & Residence Life

1.3	Develop a sophomore success program.	Form a collaborative work group that includes faculty, Office of Student Life, and Career Services to create a proposal for a comprehensive sophomore success program.	Student Advising & Learning
1.4	Expand student-centered learning opportunities in partnership with the Schools and within Student Affairs.	Implement two theme learning communities founded on scholarship, leadership, and service and begin dialogues with faculty and the Schools on future programs. Form a work group that will include faculty to establish a university lecture series and a performing arts series.	Housing & Residence Life Office of Student Life
1.5	Expand opportunities and access for students to be engaged in the surrounding area to enhance student understanding of civic responsibility.	Build permanent relationships with national volunteer organizations and non-profit organizations as a support effort for annually "signature" events. Develop an on-line database and resource list for civic engagement and community involvement opportunities. Develop a campus-wide framework for civic engagement through the Community Outreach Forum. Involve students in the community's Alcohol and Other Drugs workgroup.	Office of Student Life Office of Student Life Center for Educational Partnership Health Services

Imperative 2: ***Champion the diverse community of the campus and region through innovative outreach, awareness programs and advocacy.***

Coordinators: Le'Trice Curl and Encarnacion Ruiz

	Initiative	**Goal for 2007-2008**	**Responsible Unit**
2.1	Develop a comprehensive Enrollment Management Plan and strategies for the recruitment, yield, and retention of students.	Establish a multi-departmental work group to prepare the plan that includes time lines and evaluation strategies. Develop stronger relations with student development programs at high schools and community colleges. Create a greater awareness and interest in the research conducted by faculty and the opportunities for students. Create publications that are welcoming to various cultural groups. Develop a comprehensive anti-melt campaign.	AVC - Enrollment Services Admissions Admissions Admissions Students First Center
2.2	Create a comprehensive intercultural initiative to expand and coordinate diversity efforts (awareness, support, and advocacy) into a coherent plan and program.	Establish a multi-departmental work group to prepare the proposal for the establishment of an Intercultural Center. Compile from each Student Affairs department programs and services designed to meet the needs of our diverse population as it relates to ethnicity, race, gender, sexual orientation, religion, ability, and socioeconomic status. Establish a Campus Access Committee to facilitate discussions on accessibility across the university.	AVC – Student Affairs Office of Student Life Disability Services

2.3	Develop programs to meet the needs of returning adult students, transfer students, and veterans.	Create a workshop for transfer students on money management.	Financial Aid & Scholarship
2.4	Connect more closely Student Affairs initiatives with the work of the Center for Educational Partnerships and the Great Valley Center to support efforts to increase education attainment in the Central Valley.	Establish a work group to identify opportunities, develop strategies, timelines and priorities for Student Affairs units to support the outreach efforts of the Center for Educational Partnerships.	Vice Chancellor – Student Affairs
2.5	Investigate the establishment of an Educational Opportunity Program and other services to support the needs of first generation students.	Establish a work group to prepare a proposal for an Educational Opportunity Program.	Admissions & AVC - Enrollment Services

Imperative 3*: Advance technological, physical and human resources to create an optimal living and learning environment that attracts future students, and promotes persistence and engagement of students, faculty and staff.*

Coordinators: Kevin Browne, Steve Noret and Annette Garcia

	Initiative	**Goal for 2007-2008**	**Responsible Unit**
3.1	Build a student union with essential services.	In consultation with ASUCM, establish a multi-departmental work group to prepare a proposal for funding, design, and building of a Student Union.	Vice Chancellor - Student Affairs
3.2	Increase grants, donations and other resources to further Student Affairs initiatives.	In collaboration with University Relations, identify external funding opportunities, create a comprehensive list of Student Affairs projects, and develop plans to pursue funding.	AVC – Student Affairs
3.3	Create master plans for Student Affairs space.	In partnership with Physical Planning, Design and Construction, create a master plan for Housing and Residence Life, dining, and Recreation as the campus grows. Develop interim plan to house tutoring services. Complete the "welcome center" in the Student First Lobby.	Housing & Residence Life, Dining, & Recreation & Athletics Student Advising & Learning Students First Center
3.4	Implement programs to support current and future Student Affairs staff with comprehensive training, on-going professional development, and recognition.	Create opportunities for on-going training and support to staff on business practices. Conduct new student affairs staff orientation. Implement a staff recognition program. Host Student Employment Appreciation Event to honor their contributions.	MSO MSO Student Affairs Division (Leslie Santos; inaugural chair) Career Services

3.5	Build an information technology infrastructure of staff and resources to improve communication, effectiveness, and efficiencies to support student needs and Student Affairs staff.	Conduct an audit of each Student Affairs department's technology needs for the coming five years and create a proposal to meet those needs. Improve the website use for visitors, prospective students, applicants, and admits– include use of videos and social networking sites. Add Open Communication to Medical Management System to allow students to make own appointments and secure medical communication. Work with IT to enhance portal initiatives for all units in Student Affairs. Create a scholarship list-serve. Create an on-line newsletter on upcoming promotions, new items, and sponsored programs. Develop on-line training for financial aid and scholarships. Develop a website to allow students to initiate service and accommodation requests and to provide case management tracking.	AVC - Enrollment Services & Registrar Admissions & Students First Center Health Services AVC – Student Services & AVC – Enrollment Services Financial Aid & Scholarships Financial Aid & Scholarships Disability Services

Imperative 4 - Create an environment that fosters student development theory to practice.

Coordinators: Charles Nies and Kelly Patterson

	Initiative	**Goal for 2007-2008**	**Responsible Unit**
4.1	Implement a sequential professional development/life skills program for student employees.	In collaboration with Career Services, create a professional development program that will focus on life skills and professionalism/work values enhancement that will be a model for other Student Affairs departments.	Dining
4.2	Create involvement opportunities and targeted workshops for students to further develop leadership and life skills.	Train students in ASUCM and recognized student organizations on fundamental business practices. Present workshops on translating student experience to internship and employment opportunities. Disorientation for Seniors: training workshops for life after graduation. Create a student window display contest to involve students in marketing strategies, customer research, and design creation. Involve students as members of a Bookstore Advisory Board to introduce them to the retail industry. Develop independent study and internship credit opportunities through faculty sponsored credit-bearing experiences.	MSO Career Services Career Services Financial Aid Bookstore Bookstore Career Services

4.3	Develop a process to officially record, track, and recognize students' co-curricular experiences.	In collaboration with the Registrar's Office, research co-curricular transcript programs and prepare a proposal for implementation of the program.	Office of Student Life
4.4	Incorporate student development theory into all written policies and procedures.	Review the Student code of Conduct/Student Handbook to ensure clarity and consistency in practice and congruency with current student development theory. Review documents to focus on independent living philosophy and create practices and delivery services to reflect that philosophy.	Office of Student Life Disability Services
4.5	Develop and implement or expand peer leadership programs in each of the Student Affairs departments.	Submit a proposal for a comprehensive center to coordinate and plan annual leadership development initiatives.	Office of Student Life

Imperative 5*: Support university-wide efforts that sustain an environment characterized by physical and emotional wellness on the part of students, faculty and staff.*

Coordinators: David Dunham, Debra Kotler and Greg Spurgeon

	Initiative	**Goal for 2007-2008**	**Responsible Unit**
5.1	Develop and expand wellness programs so that this truly becomes a *hallmark* of the campus as we strive to create a healthy campus culture.	Formulate a Wellness Steering Group: select staff, faculty & student members, kick-off planning, select objectives and develop a comprehensive plan. Develop and implement a peer health education group and Social Norming Campaign. Expand resources for students on healthy meal options and nutrition information. Develop and implement faculty training on responding to students in crisis. Diversify themes of workshop series and to promote message of the holistic nature of academic success.	Health Services Health Services Dining Services Counseling Services Student Advising & Learning
5.2	Expand recreation programs, develop athletic programs, and expand venues.	Develop Recreation Advisory Board with responsibility to oversee expansion of recreation programs, athletes, venues and fundraising. Develop fitness program to include non-credit classes.	Recreation & Athletics Recreation & Athletics
5.3	Develop case management system to monitor and support at-risk students.	Develop a system of early notification by departments for students who are at risk. Evaluate the role of the Student Response Team in light of the UC Mental Health Report.	Counseling Services Special Assistant to the Vice Chancellor

STRATEGIC PLAN IMPLEMENTATION

To ensure imperatives and initiatives of the Student Affairs Strategic Plan are achieved in the five-year time frame, a team of coordinators has been established for each imperative. These teams will meet periodically to discuss the status of the initiatives that fall under their assigned imperative and to design strategies to monitor continued progress. Each team will submit an annual report to the Vice Chancellor of Student Affairs regarding the status of each initiative. The Vice Chancellor will share these reports with key stakeholders.

Each Student Affairs director will prepare strategic plans for their areas during the 2007-2008 academic year. These plans will be designed to support the division's strategic plan with action steps that will guide their progress of their unit specific goals. Each department will prepare reports on the progress of their strategic plans for the Vice Chancellor on an annual basis.

During the 2011-2012 academic year, the process will begin again to create a new strategic plan. At the conclusion of that academic year, a final report on the results of the imperatives and initiative undertaken in the 2007-2012 plan will be prepared for the Chancellor and leadership of UC Merced.