Division of Student Affairs 2014-2019 Strategic Plan

Mission
Student Affairs provides programs and services that optimize student learning and leadership, builds a safe, supportive and welcoming campus community, fosters the emotional growth and personal development of students, and makes a positive contribution to the overall student experience.

Commitment 1: Maximize Student Success

University Action 1.2: We will be a national leader as a “best value” in undergraduate and graduate education. We will aggressively grow programs that support this goal. We will establish competency-based requirements for all degree programs while reducing the average debt carried by students who graduate within four years. We will be a leader in the assessment of learning outcomes and the use of innovative teaching strategies. (ADD VALUE)

Unit Objective 1: The Division of Student Affairs will establish a best practice culture that values and actively promotes student success.

Metrics:
1. Unit competency-based outcomes results mapped to Council for the Advancement of Standards in Higher Education outcomes dimensions.
2. # of student success programs and services offered to students; mapped to student success framework.

Unit Actions:
1. Establish and assess competency-based developmental programs that assist students in transition from one academic level to the next, including the early career stage.
2. Create a “roadmap to success” initiative that empowers students to locate and utilize Divisional student success resources along with complementary academic support services.

University Action 1.3: We will improve retention and graduation rates. We will retain and graduate students at a rate that is consistently higher than our peers. (IMPROVE RETENTION and GRADUATION)

Unit Objective 2: Pursue and sustain collaborations with academic affairs and other campus partners to facilitate transformative student experiences that integrate student learning with development.

Metrics:
1. # and type description of academic collaboration projects
2. Annual summary impact data from collaboration projects

Unit Actions:
1. Develop and advance sustainable collaborations focused on building a co-curriculum of high-impact practices, inclusive of first-year experiences, learning communities, community-based learning, internships/co-ops, common intellectual experiences, problem solving cooperative projects, undergraduate research, capstone projects, and diversity/global learning.
2. Establish collaborations between faculty, students, and Student Affairs Educators that focus on multidisciplinary inquiry and educational experiences to increase the institution’s knowledge.
about students, the educational environment, and institutional effectiveness in support of student success.

**Unit Objective 3:** The Division of Student Affairs will work to engage all students in meaningful co-curricular programs and experiential learning opportunities to promote retention and persistence toward graduation.

**Metrics:**
1. Percentage of student body engaged in Student Affairs programs and services.
2. Program/Service Data Sets annual report: retention (year to year persistence) and 6 year graduation rates of students involved in Student Affairs programs and services compared to institutional target metrics

**Unit Actions:**
1. Implement a comprehensive participation tracking and monitoring process to understand and report on student engagement in Student Affairs programs and services.
2. Enhance support for student populations who are at risk for departure or under-represented through focused outreach and engagement initiatives.

**University Action 1.6:** We will be a national model for campus safety and the safest campus in the UNC system. (SAFETY)

**Unit Objective 4:** We will engage the university community in Division of Student Affairs programs and experiences that cultivate an inclusive and safe campus culture. (March 3 Revision)

**Metrics:**
1. # and type description of educational programs and experiences
2. Summary description of annual targeted climate/culture assessment results

**Unit Actions:**
1. Develop and coordinate a comprehensive cultural competence plan that assures integration throughout Student Affairs organizational infrastructure, program administration and evaluation, the delivery of services, and professional development opportunities. NOTE: Cultural competence is defined as a set of values, behaviors, attitudes, and practices within an organization and among individuals. Cultural competence is the ability to understand and respect values, attitudes, and beliefs that differ across cultures, and to consider and respond appropriately to these differences. Cultural competency is an essential intersection between inclusion and safety. (March 3 Revision)
2. Design and implement a plan for social justice education and practice across Divisional programs and experiences to create greater inclusion for all members of the campus community. Note: The goal of social justice education is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society that is equitable and all members are physically and psychologically safe and secure. (March 3 revision)

**Unit Objective 5:** In collaboration with other University safety services, the Division of Student Affairs will develop an integrated and consistent response system that assures the safety of the campus community.

**Metrics:**
1. # of programs inventory of communication activities/ mediums
2. Annual report: Classification of safety concerns/incidents and how they were resolved

**Unit Actions:**
1. Enhance educational programming modules that promote safety awareness and proactive response.
2. Implement a comprehensive communication plan that fosters awareness, responsiveness, and ownership of safety for the campus community.

Commitment 2: Serve the Public

University Action 2.1: We will inspire our students to be engaged citizens and leaders.

Unit Objective 6: The Division will develop and implement competency-based leadership co-curricular programs and initiatives for students. (March 3 revision)

Metrics:
1. # of programs/activities offered through the Leadership Certificate
2. Summary impact data from review of student portfolios

Unit Actions:
1. The Division of Student Affairs will operationalize and assess the “Leadership Certificate.”
2. The Division of Student Affairs will identify and anchor civic learning competencies throughout its major programs.

Unit Objective 7: The Division will foster and enhance high quality community-based learning opportunities.

Metrics:
1. # and type of community-based learning opportunities
2. Summary impact data from student reflection assessment instrument

Unit Actions:
1. The Division of Student Affairs will significantly increase its alternative break and community engagement programming for students.
2. The Division of Student Affairs will engage faculty in professional development opportunities with the goal of integrating community-based learning into all academic programs.

University Action 2.2: We will be a national model for developing the leadership of faculty, staff, and students through engaged research and service.

Unit Objective 8: The Division will prioritize development of leadership competencies among its 1500+ staff and student employees through integrative experiential learning, mentoring, and evaluation.

Metrics:
1. Annual impact data from leadership competencies rubric
2. Aggregate summary of self-assessment instrument measuring skills learned leadership development programs

Unit Actions:
1. We will identify and develop core leadership competencies among all divisional employees.
2. We will establish a professional development series for undergraduate employees and graduate assistants focusing on leadership development and career readiness.

University Action 2.6: We will continue on this course by assuring that all ECU programs are committed to outreach and demonstrate that commitment through action.
Unit Objective 9: The Division of Student Affairs will expand its commitment to integrating community engagement throughout its operations and programs. (March 3 revision)

Metrics:
- # tracking of student service engagement (individual students, clubs/orgs, academic programs)
- # tracking of community engagement partnerships/projects

Unit Actions:
1. The Division of Student Affairs will fully integrate a monitoring and measuring community engagement system to assess and advance its community engagement efforts.
2. The Division of Student Affairs will enhance the quality and range of community-based service and learning opportunities throughout its departments. (March 3 revision)

Unit Objective 10: The Division of Student Affairs will celebrate and publicly recognize its exemplary university-community partnerships and their positive reciprocal relationships, particularly those partners working with underserved communities.

Metrics:
1. Community partner assessment instrument
2. Annual tracking of partnership activities
3. Annual divisional community partnership inventory
4. Student stories of involvement and impact in the community

Unit Actions:
1. We will develop and implement a division-wide recognition process for partners and collaborate with other public service stakeholders across the university.
2. We will identify and recognize signature Divisional partners in the community and establish criteria for Divisional partnership.

Commitment 3: Lead Regional Transformation

University Action 3.1: ECU will be “open to business.” We will create a new Millennium Campus and we will develop the business structures and practices needed to interact and innovate efficiently with our partners in the public and private sectors. (Economic development theme)

Unit Objective 11: The Division of Student Affairs will leverage its expertise in experiential learning and student engagement to pursue public-private collaborations promoting new educational opportunities, career development and economic development, which benefits eastern North Carolina.

Metrics:
1. Annual impact summary data from collaboration projects
2. $ impact for public-private collaborations utilizing the SA economic impact formula

Unit Actions:
1. Student Affairs will seek collaborations that address regional challenges and opportunities, which also prepare students for successful careers and civic responsibility.
2. Student Affairs will develop a comprehensive plan for measuring and monitoring economic impact associated with public-private collaborations.

Unit Objective 12: Establish and sustain necessary resources to advance Division priorities

Metrics:
1. # of priorities set from annual reviews with $ savings through reallocations
2. # of donors/sponsors/grants with $ raised for Student Affairs programs and/or initiatives.
Unit Actions:
1. Develop a formal process for strengthening the organizational and operational effectiveness of Student Affairs.
2. Raise $500,000 annually through donors, sponsorships, and grants.

University Action 3.9: We will leverage our strengths in the arts to enrich the quality of life for our students and our region. (arts & quality of life)

Unit Objective 13: Establish and maintain Student Affairs programs and services that will enhance the quality of life for students, faculty, staff, and community members.

Metrics:
1. # and type - quality of life programs and services
2. # participants in quality of life program and services

Unit Actions:
1. Establish a Division of Student Affairs “Signature Series” to promote intellectual, cultural, and aesthetic aspects of student growth and development.
2. Construct an amphitheater facility at the North Recreation Complex that will support new quality of life opportunities and experiences.

University Action 3.11: We will model healthy lifestyles for the region. We will be a leader in workplace wellness. (healthy lifestyles)

Unit Objective 14: Provide innovative programs and services that promote sustained healthy behaviors.

Metrics:
1. ACHA Healthy Campus 2020 measures composite: nutrition/weight status, physical activity/fitness, stress management, sleep, anxiety, campus work environment, health impediments to academic/work performance
2. Public Health Index Well-being/Healthy Days Measure

Unit Actions:
1. Student Affairs will partner with Human Resources to develop a comprehensive faculty and staff wellness program that positions ECU as a leader in workplace wellness.
2. Leverage the expertise of Student Affairs educators in collaborating with municipalities and community organizations to establish health and wellness initiatives.

Unit Objective 15: Leverage ECU’s relationship with community partners via the Intergenerational Community Center (IGCC) to focus on healthy lifestyles for underserved populations.

Metrics:
1. #, type and impact of programs offered related to healthy lifestyles
2. # and demographic profile of people served/attended programs and services

Unit Actions:
1. Establish the IGCC as a demonstration and innovation site for underserved populations to implement the 8 Dimensions of Wellness.