Division of Student Affairs

Division-Level Goals and Strategies for 2017-18

Divisional Goals

I. Increase Graduation Rates and Decrease Time to Degree

Strategies

i. Collaborate with Academic Affairs in the implementation of Executive Orders 1110, Academic Preparation and 1100, General Education, moving our campus from a deficit model (remediation) to a success model for math and English.

ii. Collaborate with Academic Affairs and IRT to implement communication and marketing strategies to maximize student use of SmartPlanner in fall 2017.

iii. Design and implement a new multi-stage orientation to get new students connected to the University and introduce several critical topics prior to summer and then re-imagine the summer orientation experience toward increased engagement and completion.

iv. Collaborate (via SASEEP, Financial Aid, and Equity Programs) with Academic Affairs and the President’s Office to incentivize and educate students about taking 15 units and considering summer to Finish in Four.

v. Collaborate with Academic Affairs to explore ways to expand the First Year Experience Programs to support more new students.

vi. Support the Faculty Senate in their final deliberations and development of a new priority registration policy in line with the California Promise.

II. Eliminate the Achievement Gaps through Focused Initiatives

Strategies

i. Assess the current set of educational equity programs to determine which contribute most to student success and how we might expand or change program to maximize their effectiveness.

ii. Collaborate with Academic Affairs to continue the work of the HSI Grants (specifically in peer-to-peer programs).

iii. Expand the Serna Center creating a set of programs to provide more space and more resources for the Dreamer Resource Center, CAMP, etc.

iv. Expand peer services and tutorial support (via the PARC) to students in high-risk courses and other defined gateway courses in collaboration with Academic Departments.

v. Support the Faculty Senate in their review of the Academic Advising Policy to recommend strategies (or policies) that require advising for students who are more likely to drop out or experience poor performance based on their individual
circumstances to increase student success and facilitate progress to degree (helping to eliminate the achievement gap).

vi. Focus partnerships for the many educational equity program around the campus and work with the Educational Equity Committee to update and communicate the Educational Equity Plan.

III. Develop and implement an Integrated Advising Program in Collaboration with Academic Affairs and Academic Colleges

Strategies
i. Complete MOUs with each college detailing the integrated partnership and assessment strategies.

ii. Hire and place Academic Advisors and commence an integrated training and professional development program.

iii. Begin active utilization of the EAB Student Case Management system in fall 2017 including both Student Affairs and Academic Affairs programs/departments.

iv. Work with existing college based educational equity programs to foster collaboration, utilization of best practices, and greater coordination around student advising.

v. Collaborate with existing College Success Centers to unify advising efforts related to student success (Student Affairs/Academic Affairs).

vi. Support the Faculty Senate in the review and revision of the Academic Advising Policy.

IV. Develop and Implement a Financial Wellness Program

Strategies
i. Collaborate with the Bursar’s Office, University Library, College of Business, Student Health and Counseling and the Career Center to design and identify space for a new Student Financial Planning Center on the campus.

ii. Develop a proposal to fund the Student Financial Wellness Program

iii. Collaborate with Advancement to partner with external partners to sponsor and support the program.

iv. Utilize the College to Career Readiness Program to promote increased graduation and placement rates

v. Develop an implementation plan base on the outcomes of the strategies outlined above.

V. Increase Students’ Sense of Belonging

Strategies
i. Gather information from students to assess their current sense of belonging (e.g. climate surveys, focus groups, interviews, etc.).
ii. Identify current programs or events focused on diversity and inclusion. Assess participation and associated impact on students’ sense of belonging (engage with students to gather feedback on the impact these programs have on their academic careers).

iii. Investigate ways to create a more socially responsible and caring culture by promoting diversity, inclusion and cultural competence in all aspects of the division work (including hiring and promoting).

iv. Identify ways to increase involvement from campus and community partners in efforts to build a more welcoming and inclusive environment.

VI. Increase Students’ Sense of Well-Being
Strategies
i. Engage each department in Student Affairs to identify how they could utilize the Seven Dimensions of Wellness to support a safe and healthy campus community.

ii. Establish a Student Affairs work group to create a Health and Wellness Initiative for the division (including many other campus and off-campus partners) that addresses the health and well-being priorities identified in last year’s ACHA survey.

iii. Create a public health campaign about health and well-being for students (e.g. health and mental health care; basic needs initiatives; healthy relationships; alcohol, tobacco, and other drugs; sexual assault; physical activity; nutrition; environmental sustainability).

iv. Conduct student focus groups to determine the ways students feel safe or unsafe on our campus.

VII. Increase Student Engagement
Strategies
i. Work to identify the predominant areas of engagement activities that support student success on our campus (including exit surveys, existing research, open forums or focus groups to get student feedback, etc.).

ii. Develop a student engagement plan with specific objectives based on the information gathered from the efforts outlined above.

iii. Establish a student employee recognition program that will encourage and support different forms of student engagement.

iv. Collaborate with Human Resources, the Career Center and Financial Aid to assess student employee work experiences and their association to increased graduation rates and placement post-graduation.

v. Collaborate with Academic Affairs to increase and coordinate internships and experiential learning opportunities for all students.

vi. Examine the EAB software tool to determine how it can be used to track student engagement at events and activities.
vii. Target areas of programming to increase engagement (e.g., UNIQUE Programs, Student Organizations and Leadership, Academic Clubs, Green Army, Intramurals and Sport Clubs, etc.).

VIII. Develop an Integrated Marketing Team and Communication Strategy for the Division

Strategies
i. Identify all current marketing and communications efforts and staff members with more than 50% of their positions devoted to this kind of work.
ii. Establish a Student Affairs Marketing and Communications Steering Group with membership from each main area in the division.
iii. Collaborate with Marketing and Communications (formerly Public Affairs) to establish a style guide and set of guidelines for Student Affairs consistent with the University’s Style Guide.
iv. Assess all current web and other electronic communications.
v. Assess all physical publications and marketing materials.
vi. Develop a plan to enhance the Division’s web and social media presence in ways that are directly related to student needs and student success.
vii. Develop a plan to enhance the Division’s publications and marketing materials in ways that are directly related to student needs and student success.

IX. Improve Student Affairs employee recognition, professional development and retention/promotion within their careers

Strategies
i. Collaborate with Human Resources to conduct an employee satisfaction survey.
ii. Develop and Implement a staff and administrator professional development Program for the Division.
iii. Identify themed professional development areas in support of the strategic goals outlined by this plan.
iv. Develop and implement a divisional awards and recognition program.
v. Develop an employee orientation / onboarding program.
vi. Align staff and administrator training with the Student Affairs Leadership Training (SALT) Program.

X. Create a fundraising program for the Division in Collaboration with University Advancement

Strategies
i. Work with Advancement on the creation of a new position, recruitment and hiring of a Development Director (within Advancement) who would be focused on Student Affairs.
ii. Provide fundraising training and other professional development to Student Affairs leaders (and managers).
iii. Collaborate with Advancement on a set of initial fundraising goals and target programs for 2017-18.

XI. Construction Projects

In addition to the activities outlined above, Student Affairs staff has expended considerable effort in the past year working with campus colleagues on multiple remodeling and new construction projects. They are as follows:

i. **Completion of the New Residence Hall** – The project opened for students mid-August and all other construction should be completed by mid-October 2017.

ii. **Renovation of Existing Resident Halls** – Housing is in the final phases of a $13M, six year renovation plan upgrading and making improvements to the traditional residence halls. These improvements should be completed by fall 2018.

iii. **Union/Well Expansion** – The University Union expansion is currently underway with construction estimated to be completed by fall 2018.

iv. **Testing Center Move or Remodel** – Planning for this project is underway. Construction should commence in January 2018.

v. **Academic Advising and Career Center Remodel** – Currently, the Career Center and Academic Advising Center share the same space. Now that the Student Service Center (one stop) has moved to new space, the Directors for Admissions, Academic Advising, Career Center, and the Orientation Coordinator are evaluating how they can best use the existing space and are developing a plan to reorient Advising and the Career Center in a more effective and efficient manner. This project is not yet funded.

vi. **Guardian Scholars / DEGREEs Project Move** – The Guardian Scholars program serves former foster youth. The DEGREEs Project was moved to temporary space in Lassen Hall to allow for some expansion of the Dreamer Resource Center and the new HEP grant staff in Riverfront. Student Affairs is developing a proposal for the Guardian Scholars program and DEGREEs Project to be co-located in the space vacated by the testing center. This move will require very little physical remodeling of the space. Funding will support furniture and other low-cost amenities.

vii. **Dreamer Resource Center Expansion** – The Dreamer Resource Center was initially integrated with the Riverfront Center’s space with several other support programs (CAMP, The Serna Center, HEP, etc.). The center has quickly outgrown the available space in the Riverfront Center. Student Affairs plans to propose an expansion of the space in Riverfront.

viii. **Financial Wellness Program Center** – Student Affairs is collaborating with the University Library, Bursar’s Office and the College of Business on the creation of a financial wellness and support center on-campus. The Library Dean has suggested that there may be space available in the Library for the new center. Funding for renovations and furniture will need to be secured.

ix. **Admissions Welcome Center** – With the addition of Parking Lot V, Student Affairs will have the opportunity to collaborate with UTAPS on the design and construction of a new Welcome Center near the front of the campus. Planning work is underway.