



# A Statement of Mission, Vision and Strategic Goals

## Division of Student Affairs

Effective May 2006



## MISSION

The Division of Student Affairs  
advances the University's mission by  
providing programs, services and facilities  
that foster academic success, student  
development and campus community.  
We assist and inspire students as they  
prepare for their future roles in a  
diverse, dynamic and global society.



## VISION

In concert with the UC Davis Vision, the Division of Student Affairs supports students and all members of the campus community in their academic, social, cultural, personal and civic development, thereby enabling them to contribute to the advancement of our campus and the global society. To these ends, the Division strives to offer remarkable experiences that give meaning and vitality to each individual's journey of learning, discovery, and engagement.



## STRATEGIC GOALS

### 1. Develop Partnerships that Promote Student Learning

Student Affairs engages in partnerships that complement the curriculum and provide practical environments in which students can test and apply what is learned in the classroom.

### 2. Provide Seamless Systems that Advance Academic Transitions and Success

Student Affairs offers a range of enrollment, advising and retention services that foster access to the University for prospective students, enable the academic success and timely graduation of current students and facilitate transitions from the University to the worlds of work, continuing education and civic participation.

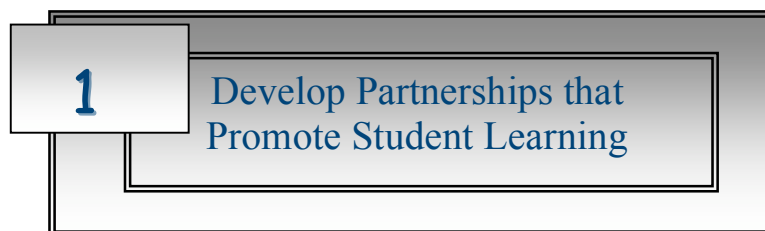
### 3. Foster a Diverse and Inclusive Community

Student Affairs provides programs that actualize the University's "Principles of Community" by promoting a campus culture in which respect, responsibility, diversity and individual perspective are valued.

### 4. Promote Personal Growth, Wellness and Life-Long Learning

Student Affairs provides broad opportunities that encourage student growth and development, promote health and wellness and value the exploration of life-long learning.

## STRATEGIC GOALS



Student Affairs engages in partnerships that complement the curriculum and provide practical environments in which students can test and apply what is learned in the classroom.

*The following endeavors exemplify the Division's continuing commitment to this goal:*

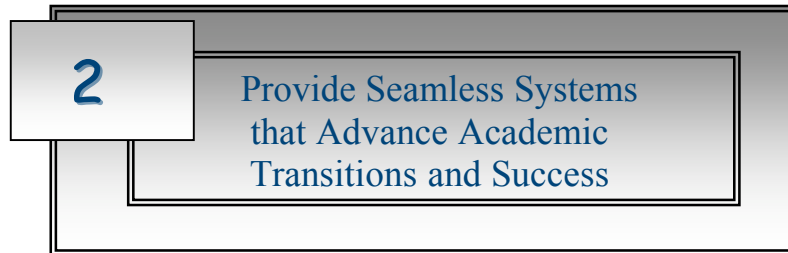
- Undergraduate research opportunities, conferences and publications.
- Seminars, workshops, internships and other practice-based academic experiences in partnership with faculty members.
- Both professional staff and peer-based academic advising and tutorial programs in departments, residence halls, and student services.
- Shared delivery of instruction in such programs as: Academic Theme Programs in the residential communities, the Multicultural Immersion Program and the joint appointment of lecturer/coaches.
- Shared administrative or programmatic partnerships with the Internship & Career Center, Women's Resources & Research Center (WRRC), Ethnic Studies, and Services for International Students & Scholars (SISS).
- Leadership development coursework, internships, and service experiences, including an undergraduate minor.

*During the 2005-2007 academic years, Student Affairs will emphasize the following specific programs and initiatives:*

- Create distinct academic co-curricular partnerships in such areas as:
  - expanding freshman seminars, particularly in areas of race, ethnicity, cross-cultural understanding, community-building, and dialogues on diversity;
  - providing practicum and research experiences in specific courses (e.g., Community and Regional Development course on Evaluation);
  - offering a range of projects concerning environmental design and sustainability (Student Farm, Animal Science, Landscape Design and alternative fuel testing and utilization).
- Work with Undergraduate Studies to cultivate the relationship between academic programs and leadership competencies within such programs as Leading Roles, the Colleges at La Rue, the Internship and Career Center, and the Contemporary Leadership minor.
- Partner with faculty, local school districts (including Dixon and Esparto) and Student Affairs departments to extend academic preparation and mentoring programs to local communities, and in so doing, create a “college-going culture” to secondary school students.
- Restructure the Academic Preparation Program, incorporating the School and University Partnership Program within the unit, to ensure excellence in programming, and maximize opportunities for collaborate venture, private financial support, and research efficacy.
- Create partnerships between faculty, Student Housing and programs such as the new TRIO grant, to promote an expansion of the “living-learning” experience in residence halls.
- Partner with the Vice Provost's offices, academic departments, the Teaching Resources Center, the Learning Skills Center, Student Judicial Affairs, and others, to provide training for faculty and students, which encourages fair and effective teaching and learning practices, promotes academic integrity, and fosters responsible behavior.
- Complete an inventory of current academic-co-curricular partnerships involving the Division, and from this inventory, create training tools and emphases within the division that foster additional collaborative efforts in the future. Incorporate this aspect of divisional endeavor in identity efforts that describe the goals and accomplishments of the division to others.

An additional list of specific programs and initiatives within this goal can be viewed in the *Supplemental Information* section.

## STRATEGIC GOALS



Student Affairs offers a range of enrollment, advising and retention services that foster access to the University for prospective students, enable the academic success and timely graduation of current students and facilitate transitions from the University to the worlds of work, continuing education and civic participation.

*The following endeavors exemplify the Division's continuing commitment to this goal:*

- Academic preparation presence in schools and the community.
- Student orientation and mentoring programs, electronic and other informational materials that introduce students to the campus, and to its mission, standards, resources, and activities.
- Programs and processes that attract, admit and enroll freshman and transfer students who demonstrate high academic achievement and exceptional talent, and who encompass the broad diversity of backgrounds characteristic of the State of California.
- Interactive technology systems to facilitate enrollment management, advising, health care and the housing needs of students by means of such tools as customized web pages, on-line appointment scheduling, and “healthy messaging.”
- Financial support through scholarships, grants and loans to facilitate undergraduate access and graduate recruitment.

- Peer-based and professional advising services, within student-centered environments (such as the Cross-Cultural Center and Academic Advising Centers in residence halls), for all students.

*During the 2005-2007 academic years, Student Affairs will emphasize the following specific programs and initiatives:*

- With Undergraduate Studies, the undergraduate colleges, Information and Educational Technology, and other campus entities, work to improve technologic systems and advising programs to enhance the use and integration of the Student Information System.
- Encourage policies that foster specific campus initiatives in admission and yield activity, retention, academic integrity, time-to-degree outcomes, and desired graduation rates for all students.
- Expand marketing, recruitment and yield activities as indicated in the “Marketing and Recruitment Plan” of Undergraduate Admissions and by means of increased collaborations with the campus.
- Create partnerships between Student Affairs departments, (particularly the Learning Skills Center, Undergraduate Admissions, academic preparation programs, the Educational Opportunity Program (EOP), WRRC, Student Judicial Affairs and Advising Services), as well as with student-led programs (the Student Recruitment and Retention Center), that foster undergraduate, transfer and graduate student success, mentoring and recognition.
- With the EOP Work Group, review the goals and structure of the program and implement recommendations that ensure its continued success and influence.
- Enhance and integrate institutional and divisional research and policy functions and assessment tools, and extend the role of Student Affairs Research and Information (SARI) by coordinating its efforts effectively with those of Resource Management and Planning.
- Complete focused research on the “Senior Year Experience” and implement recommendations that focus on the transitional needs of seniors, as they prepare to leave the university and seek involvement in work, graduate study or civic engagement. Accordingly, provide a range of advising, career preparation, leadership and transitional skills programs to all students.
- With the Alumni Association and the Internship and Career Center, provide programs that involve alumni (young alumni, ethnic alumni, career-focused groups) with current students, in ways that support career advising, mentoring, and involvement in the Sacramento community.

An additional list of specific programs and initiatives within this goal can be viewed in the *Supplemental Information* section.



## STRATEGIC GOALS



Student Affairs provides programs that actualize the University's "Principles of Community" by promoting a campus culture in which respect, responsibility, diversity and individual perspective are valued.

*The following endeavors exemplify the Division's continuing commitment to this goal:*

- Peer-based and internship programs, including activities with Summer Advising and the residence halls, that develop awareness and understanding among diverse groups.
- Mediation and conflict management programs and training for students.
- Facilities and events that build campus culture and foster a sense of shared community.
- Partnership with the local community to respond to social and educational concerns.
- Excellence, equity and diversity promoted through departmental programs, libraries and electronic resources.
- Cultural competence, advocacy and leadership development through departmental programs, including the annual REACH conference.

*During the 2005-2007 academic years, Student Affairs will emphasize the following specific programs and initiatives:*

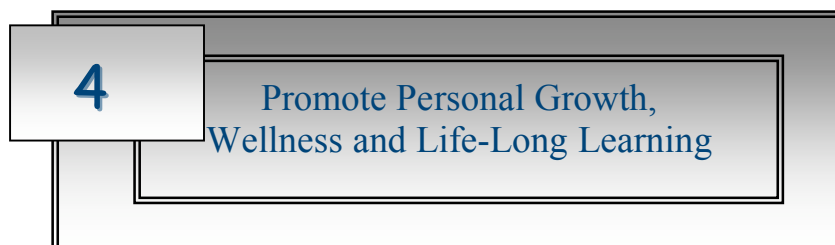
- Build, improve and maintain student-centered facilities that promote inclusion, collaboration and a safe climate. Principal in this effort will be the development of a new

Student Resource Center and the use of student unions and recreational facilities as “family rooms of the university.”

- Continue to offer the Special Transitional Enrichment Program (STEP) and consider ways in which increased participation can be achieved.
- Participate fully in campus Sexual Harassment Education for supervisors and implement a pilot program for lead student employees.
- With students, continue to offer a wide range of “educational and awareness weeks” and developmental opportunities that promote cultural and social identity, community-building, and inclusion. Expand Disability Awareness Week by partnering with campus and staff units.
- With the Office of Campus Community Relations, update and promote the Principles of Community website, as an academic and community resource.
- Update and implement key campus policies, protocols, and standards, including the Administration of Student Discipline, student grievance procedures, student health and welfare protocols, and student privacy policies.

An additional list of specific programs and initiatives within this goal can be viewed in the *Supplemental Information* section.

## STRATEGIC GOALS



Student Affairs provides broad opportunities that encourage student growth and development, promote health and wellness and value the exploration of life-long learning.

*The following endeavors exemplify the Division's continuing commitment to this goal:*

- Services and facilities that provide the necessary foundation to support every student's academic pursuits, including food services, student housing, bookstores, registration services, access assistance, health and psychological services and financial support.
- Experiences for leadership development, identity and values clarification, and ethical awareness.
- Opportunities for engagement, education and interaction in diverse cultural and programmatic environments.
- Comprehensive recreational and athletic opportunities, including facilities for recreational programs, intramurals and sport clubs and nationally recognized intercollegiate athletic competition.
- Collaborative ventures and services in health and wellness education.
- Experiences through student organization participation that promote leadership and personal growth.

*During the 2005-2007 academic years, Student Affairs will emphasize the following specific programs and initiatives:*

- Integrate programs and services of Campus Recreation, Student Housing, Counseling and Psychological Services and Student Health to establish a campus environment that promotes community wellness and facilitates students' engagement in healthy lifestyles, fitness, disease prevention and treatment, and the life-long pursuit of healthful living.
- Create student and faculty resources (print, electronic, and in-person), which focus on student mental health (including "distressed and distressing students") and promote options for emotional welfare and intervention.
- With the Internship and Career Center and specifically, the Human Corps Program, develop enhanced partnerships that promote student involvement in community service and foster an ethic of volunteerism.
- Fully implement and promote the student-mediator program, as a resource for conflict mediation and dispute resolution.
- Continue to implement the "Safe Party Initiative" and other alcohol education programs in ways that promote awareness, social responsibility, student-police relationships, and campus-community engagement. Involve students, administrators, and community leaders in designing and monitoring such programs.
- Complete the transitional process from NCAA Division II to Division I intercollegiate athletic participation, and in so doing, accommodate institutional, student, and NCAA expectations for academic and athletic excellence.
- Complete a range of capital projects that foster student development, wellness, and human services, including the Health and Wellness Center, the Student Resource Center, the Equestrian Center, the Multi-Use Stadium, the ASUCD Coffee House Expansion, the Unitrans Terminal and the Segundo Service Center.

An additional list of specific programs and initiatives within this goal can be viewed in the *Supplemental Information* section.



## **Creating an “Infrastructure” to Support the Division’s Vision and Strategic Goals**

To support its vision and the success of these strategic goals, the Division requires an equal commitment to its administrative and resource infrastructure. A set of intersecting planning documents are being developed to provide strategic direction for the resource needs of the Division and enact its commitment to efficient business practices, compliance to policy and effective measures of accountability. The following endeavors exemplify the Division’s current efforts:

- **Human Resources**
  - Involvement and information sharing
  - Professional development and training
  - Succession planning
  - Recognition
  
- **Budgetary Planning**
  - Annual operating systems and reserves
  - Long-term financial planning
  - Revenue diversification and entrepreneurial opportunities
  
- **Capital Planning**
  - New construction
  - Renovation
  - Maintenance
  - Maintenance and funding reserve systems, in collaboration with other campus entities
  - Utilities
  - Technology systems infrastructure
  
- **Technology**
  - Systems improvement, maintenance, renewal, and replacement
  - Training and development
  - Utilization and coordination
  - Implementation of short and long-term technology plan

- Development
  - Annual operating plan and three-year vision
  - Creation of divisional identity and marketing materials
  - Divisional development campaign
  - Integration of divisional priorities within the UC Davis Comprehensive Campaign

*For additional information on the Division of Student Affairs, please contact the Office of the Vice Chancellor for Student Affairs, (530) 752-2416, <http://studentaffairs.ucdavis.edu/>.*