

STUDENT AFFAIRS



STRATEGIC PLAN

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I. INTRODUCTION

In October 2012, a strategic planning steering committee was appointed to guide the process of updating and reframing the strategic plan for the Division of Student Affairs. The steering committee was charged with providing guidance and direction to the planning efforts and to produce a plan that positions the division to serve the emerging needs of UC Davis students in upcoming years. The plan will also serve as a foundational document for the incoming vice chancellor and other senior leaders in the division to build upon.

The Strategic Planning Steering Committee met regularly from October 2012 through June 2013. The committee established a strategic planning website and an email address to encourage comments and suggestions from our constituents. The committee approached its charge by identifying upcoming national, regional, and campus-specific trends and issues. Broad input was sought through a variety of means, including surveys of students and staff; focus groups with students; interviews with faculty, key administrative partners, off-campus partners and alumni; visits to departmental staff meetings; and review of relevant literature.

The strategic plan that follows is a result of the process described above and provides a framework to guide the division in preparing for and responding to student needs.

II. STUDENT AFFAIRS MISSION, VISION AND VALUES

As part of the strategic planning process, the Division of Student Affairs reaffirmed our mission and vision statements and articulated our divisional values.

Mission

The **mission** of the Division of Student Affairs is to advance 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' **vision** is to support 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.

Values

The Student Affairs **values** reflect the collective manner in which UC Davis Student Affairs staff aspire to approach our work. The values inform our short- and long-term goals and are the underlying principles that guide daily operations and decision-making.

- **Student-Centered:** Our work is focused on promoting student success, personal development, civic engagement, opportunities for leadership, and overall health and wellness. We seek and value student input and place students first when evaluating policies, resource allocation, and programmatic priorities.
- **Social Justice:** We create and maintain a community that promotes inclusion and equity. We seek fairness, respect and compassion in our interactions with others. We value all identities and the richness of difference and diversity in our community. We are committed to policies and practices that promote equitable access and support for all members of our community. We support and promote the UC Davis Principles of Community.

- **Collaboration:** We collaborate and partner to benefit from a shared vision, expertise, and effective utilization of resources. We seek opportunities to engage with students, faculty, other campus staff, and the community to create a safe, supportive, and dynamic learning environment.
- **Innovation:** We embrace positive, relevant change—while taking care to avoid “change for change’s sake.” We forecast future trends and position ourselves to provide the most effective technology, facilities, programs and services. We provide opportunities for growth and innovation at all levels.
- **Stewardship:** We are trustworthy stewards of student and university resources. We are thoughtful and careful with student, university, state and natural resources. We encourage open dialogue and provide transparency in our decisions and priorities.
- **Excellence:** With service to students at the forefront of our efforts, we set high expectations and strive to exceed them in all that we do.
- **Transparency:** We are open and honest in our communication and actions. We share data and decision-making principles. We seek input and respond to questions and concerns in a timely and forthcoming manner.

III. WHO WE ARE AND WHOM WE SERVE

The Division of Student Affairs is a collection of 24 departments working together to support the student experience and provide a vibrant and diverse campus community for more than 33,000 students at UC Davis. The division is composed of more than 750 professional staff and approximately 3,000 student employees. The combined operational budgets in Student Affairs exceed \$414 million annually and the division is responsible for 48 buildings on campus—approximately 20 percent of campus space.

The 24 departments work together to address campus and student needs in the following areas:

- Undergraduate recruitment and admissions
- Tutoring and academic support services
- Career preparation
- Financial aid
- Student conduct
- Student housing
- Student organizations
- Campus recreation
- Student disability services
- Student retention
- Dining services
- UC Davis stores
- Registration, academic records and classroom scheduling
- Student health and counseling
- Multicultural and identity resources
- K-12 outreach
- International student services
- Student engagement and communication

For a comprehensive view of the organization, a Student Affairs organizational chart is included in appendix B.

IV. STRATEGIC DIRECTIONS

In 2010 Chancellor Katehi published the Vision of Excellence outlining six goals for the campus: 1) Foster a vibrant community of learning and scholarship; 2) Drive innovation at the frontiers of knowledge; 3) Embrace global issues; 4) Nurture a sustainable future and propel economic vitality; 5) Champion health, education, access and opportunity; and 6) Cultivate a culture of organizational excellence, effectiveness and stewardship. The full text of these goals, metrics and subsequent implementation plan can be found on the [chancellor's website](#).

In November 2012, the Joint Report of the 2020 [Task Forces](#) outlined a plan for campus growth, which will add up to 5,000 new students by 2020, along with corresponding increases in graduate students, faculty, staff and facilities.

Within the context of the chancellor's goals and the campus plan for growth, the Division of Student Affairs has identified eight strategic directions.

The strategic directions are listed in alphabetical order.

1. Accountability

Through a wide breadth of programs, services and activities, UC Davis Student Affairs supports and fortifies the academic success, holistic wellness, and personal development of UC Davis students. In this work, we are accountable to our students, faculty and staff, students' families, and the residents of the State of California. To best serve our stakeholders and provide appropriate transparency, the division will utilize enhanced and more extensive quantitative and qualitative assessment, evaluation, and benchmarking. These activities will foster ongoing, informed decision-making and help the division determine the effectiveness of our resources and services.

This direction is in alignment with the chancellor's goals 1 (Learning and Scholarship), 4 (Sustainable Future and Economic Vitality) and 6 (Organizational Excellence).

In advancing this direction we will (possible strategies):

- 1.1 Develop division-wide goals, learning outcomes, and assessment plan.
- 1.2 Tie usage of Student Affairs programs and services to student success by leveraging existing and new data.

2. Coordinated Delivery of Services

UC Davis Student Affairs seeks to create a more seamless experience for our campus community. Division-wide simplification of processes will enhance the overall experience for all students participating in or utilizing our programs, services, events and activities. Collaborations within the division will focus on user-friendly processes and allow for augmented partnerships on and off campus.

This direction is in alignment with the chancellor's goals 2 (Innovation) and 6 (Organizational Excellence).

In advancing this direction, we will (possible strategies):

- 2.1 Inventory and streamline processes that require students to interface with multiple departments (e.g., admission, graduation, PELP, late drop).
- 2.2 Identify and implement mechanisms to enhance division-wide communication, coordination and collaboration.

3. Facilities

The anticipated growth of the student population will result in a need for additional and expanded facilities. UC Davis Student Affairs will be increasingly mindful of student needs and student/stakeholder input when renovating current facilities or planning the construction of new facilities. Our foremost priority is safety, followed by a commitment to designing and maintaining facilities that are welcoming and comfortable for students. We will strive to build multi-use, adaptable spaces that allow for confidentiality when necessary and one-stop shopping when appropriate. Technology and accessibility will remain critical planning components, as will our commitment to fiscal responsibility in all renovation and construction processes.

This direction is in alignment with the chancellor's goals 3 (Global Issues), 4 (Sustainable Future and Economic Vitality) and 5 (Health, Education, Access and Opportunity).

In advancing this direction, we will (possible strategies):

- 3.1 Create a space-planning workgroup to analyze facility-related matters such as maintenance, safety, usage, accessibility, rental pricing and facility planning cycles.
- 3.2 Create and implement a communications plan for major capital projects.
- 3.3 Solicit input from students and other key stakeholders regarding major Student Affairs capital projects.

4. Financial Planning and Support

The overall fiscal climate of the nation, coupled with reduced state funding, is impacting our ability to serve the needs of our students in a financially accessible manner. In addition to identifying efficiencies to reduce costs, Student Affairs will seek alternative and new funding sources, such as endowments and enhanced development campaigns. All funding sources will be in alignment with the mission and vision of the university.

Students are likely to face increased costs of attendance and will need financial guidance and assistance, in addition to services and programs to support them in navigating increasing financial challenges.

This direction is in alignment with the chancellor's goal 6 (Organizational Excellence).

In advancing this direction, we will (possible strategies):

- 4.1 Increase transparency and communication regarding budgetary decision-making processes.
- 4.2 Inventory or create (if necessary) and implement division-wide financial literacy curriculum for students from entry to graduation.

5. Inclusion and Diversity

The UC Davis student demographics are already diverse and are expected to become even more so over the next 5–10 years. Student Affairs programs, services, and activities will need to be augmented and include an increased emphasis on the understanding and appreciation of all cultures and identities. The division will continue to contribute to a healthy and inclusive campus climate by fostering cultural competencies across all sectors of the UC Davis community and striving to employ a staff that is reflective of the demographics of our student body.

This direction is in alignment with the chancellor's goals 1 (Learning and Scholarship), 3 (Global Issues) and 5 (Health, Education, Access and Opportunity).

In advancing this direction, we will (possible strategies):

- 5.1 Assess the needs of student communities and develop effective interventions to ensure that Student Affairs is equipped to serve changing demographics.
- 5.2 Commit to and provide ongoing training to increase multicultural competence within Student Affairs staff.
- 5.3 Provide education and share best practices for responding to behavior that is contrary to the Principles of Community.

6. Staff Development and Support

UC Davis Student Affairs is committed to recruiting and developing a talented workforce that is reflective of the demographics of our student body. While resources are increasingly limited, it is essential to invest in and maintain a highly skilled, appropriately compensated, and experienced staff in order to meet the needs of our students and campus community. We will seek ways to expand our professional development opportunities for all staff, become increasingly engaged in relevant associations and training opportunities, and become more intentional in our succession planning.

This direction is in alignment with the chancellor's goals 1 (Learning and Scholarship), 5 (Health, Education, Access and Opportunity) and 6 (Organizational Excellence).

In advancing this direction, we will (possible strategies):

- 6.1 Utilize best practices for recruiting and retaining a diverse, experienced, and culturally competent staff that is reflective of the student population.
- 6.2 Support professional development on- and off-campus, including: providing professional development funding, defined process for accessing funds, coordinating cross-department trainings.

7. Technology

Technology is a fundamental component of both the educational and business operations of the university and Student Affairs. Therefore, it is critical that it is up-to-date, efficient, and easy to access and use. As an integral component of our programs and operations, we will evaluate and integrate technological elements—including social media—with the purpose of implementing optimal accessibility and functionality. We will be mindful of our resource limitations and invest in systems and platforms that allow flexibility to adapt to future advancements and the changing needs of the campus community.

This direction is in alignment with the chancellor's goals 1 (Learning and Scholarship), 2 (Innovation), 3 (Global Issues) and 5 (Health, Education, Access and Opportunity).

In advancing this direction we will (possible strategies):

- 7.1 Adopt appropriate technology that enhances student services and administrative productivity, considering division-wide implementation when beneficial.
- 7.2 We will agree upon division-wide values regarding technology and develop a decision-making matrix to be utilized in the acquisition and allocation of new technology.

8. Wellness

UC Davis Student Affairs is committed to supporting and facilitating the holistic wellbeing of students and providing a campus community that is characterized by health, safety and an emphasis on wellness. With this commitment, we understand that UC Davis students are faced with many challenges including increased competition for resources, heightened financial hardships and educational costs, demanding workloads and overall stress. We will continue to identify student and community concerns and expand both proactive and reactive services and programs as necessary to enhance the quality of life for our student body.

This direction is in alignment with the chancellor's goals 1 (Learning and Scholarship) and 5 (Health, Education, Access and Opportunity).

In advancing this direction, we will (possible strategies):

- 8.1 Create a system and framework for supporting students in crisis, including: continued coordination of a crisis response team; training for staff; clear and diversified entry points for students and staff; streamlined support services.
- 8.2 We will adopt a common definition of wellness and collaborate—within and beyond Student Affairs—to enact best practices to enhance student and staff wellness.

V. PROPOSED IMPLEMENTATION PLAN

The Division of Student Affairs and the strategic planning steering committee are committed to implementing a process that will facilitate meaningful progress on each of our strategic directions. The following process is proposed as a framework for advancing the division's strategic directions.

Strategic Direction Planning Teams

It is recommended that the strategic plan be presented at the fall 2013 divisional meeting. After that meeting, a call will be sent out for volunteers to serve on the eight Strategic Direction Planning Teams. The role of the planning teams will be to a) finalize the short- and long-term strategies within each direction, b) identify metrics/outputs to measure our progress on each strategy; c) outline next steps for the next 12 to 24 months.

Progress Reports

Prior to undertaking their work, the planning teams will receive information and training to facilitate a consistent understanding of the process, terminology and intended outcomes.

The Strategic Direction Planning Teams will meet independently as needed, and will be prepared to report progress and provide updates at two bi-annual Strategic Planning all-team meetings—ideally in January and June. Updates on each strategic direction will be presented annually at the fall Student Affairs divisional meeting.

Department Goals

Individual departments will continue to identify annual goals, initiatives and achievements. Beginning in 2013–14, a template will be provided to the departments that will assist each director in indicating how/if their goals, initiatives and achievements align with the Student Affairs strategic directions and the chancellor's goals. In addition, department goals will include intended outcomes and metrics.

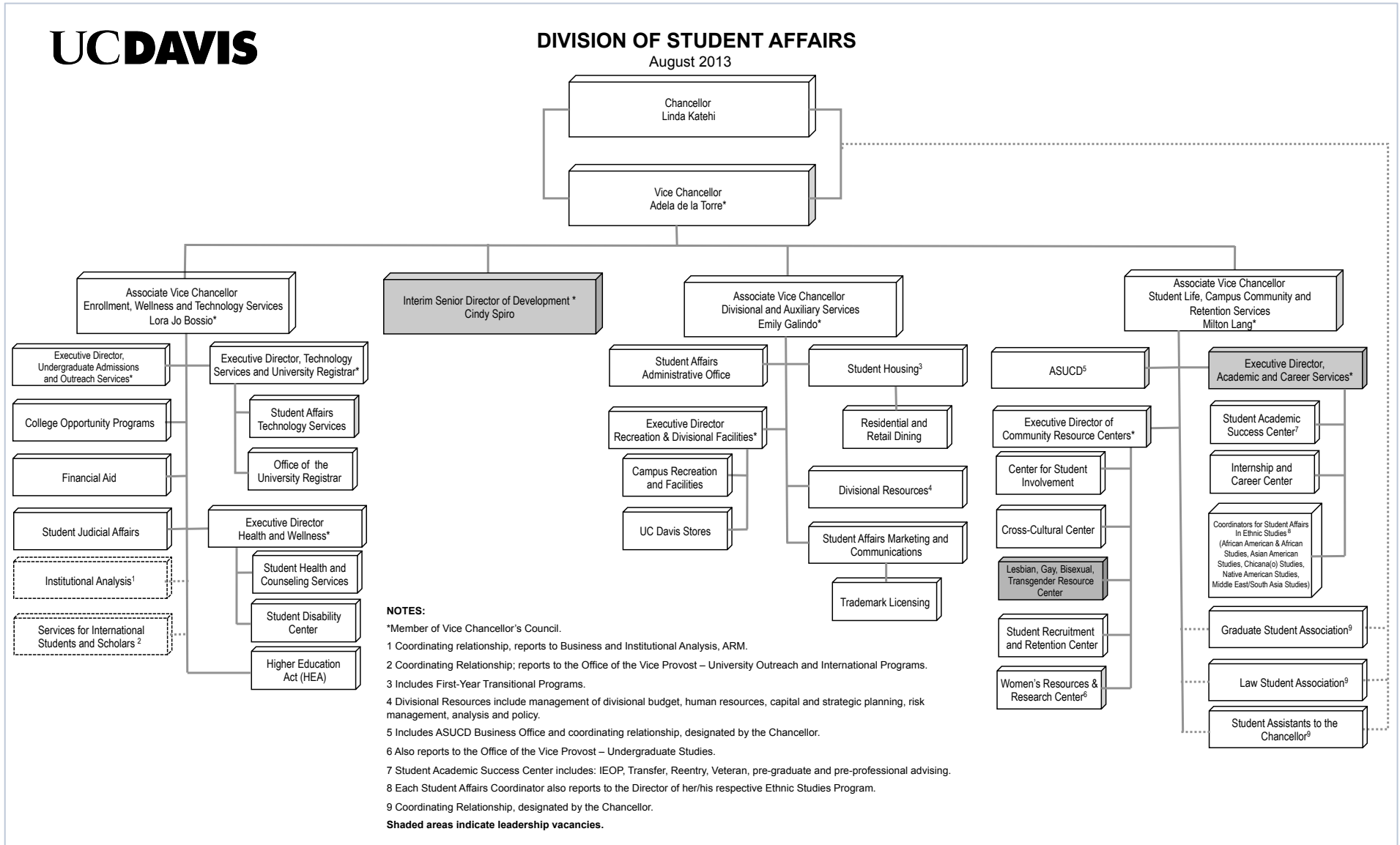
VI. APPENDICIES

- A. Strategic Planning Steering Committee Roster
- B. Student Affairs Organizational Chart
- C. Strategic Direction Planning Team Worksheet

Appendix A — Strategic Planning Steering Committee Roster

- Emily Galindo, Co-Chair, Associate Vice Chancellor for Student Affairs
- Laura Hall, Co-Chair, Director of Recreation, Campus Recreation and Unions
- Gillian Butler, Lead, Institutional Analysis, Student Research and Information
- Kayton Carter, Senior Learning Skills Counselor, African American and African Studies
- Nefretiri Cooley-Broughton, Director, Student Affairs Marketing and Communications
- Mari Knuth-Bouracee, Assistant Director, Women's Resources and Research Center
- Andrea Hanson, Project Manager, Internship and Career Center
- Mitsuko Leonard, Associate Director, Undergraduate Admissions
- Jason Lorgan, Director, UC Davis Stores
- Karissa Morehouse, Shasta Education Talent Search Director, College Opportunity Programs
- Anne Myler, Director, Center for Student Involvement
- Lisa Papagni, Assistant Director, Student Housing
- Carly Sandstrom, President, ASUCD (winter 2013)
- Rebecca Sterling, President, ASUCD (winter 2012)
- Artem Trotsyuk, Student Assistant to the Chancellor
- Drew Wartenburg, Head Coach, Intercollegiate Athletics
- Valery Richardson, Strategic Planning Consultant

Appendix B — Student Affairs Organizational Chart



Appendix C — Strategic Directions Planning Team Worksheet

Each planning team will complete the following worksheet by [insert date] and be prepared to report on progress at the first bi-annual all-team meeting.

- a. Planning team coordinators and members:
- b. Specify the strategy(s) to be achieved (from potential strategies list):
- c. Identify key people/groups to be involved:
- d. Assess what resources are needed:
- e. Determine the action steps to accomplish the strategy:
- f. Articulate the intended/expected outcomes:
- g. Identify metrics — “We will measure our success in achieving these strategies by assessing...”: