**V**ision
Be a leading Student Affairs division.

**M**ission
The mission of Student Affairs is to prepare students for active engagement in an increasingly diverse and global society, to foster community on campus, to provide outstanding service and to be an integral component in achieving the mission of the University.

**V**alues

1. Student engagement
2. Professionalism
3. Commitment to diversity
4. Exemplary staff
5. Collaboration
6. Assessment, evaluation and research
7. Leading edge technology
8. Best practices

**S**trategic Objectives

1. **Develop students as a whole through the cultivation and enrichment of the body, mind and spirit.** (Value: Student Engagement)

   **Goals and Actions relevant to Admissions:**

   a. Promote experiential learning opportunities (e.g. career development, internships, mentoring programs and part-time employment).

   Continue to hire, train, develop and retain staff who are also students, providing meaningful professional development through work.

   b. Support global citizenship through increased collaboration with international opportunities to promote learning and offer a greater variety of programs (e.g. exchanges, internships with academic credit and service-learning opportunities).

   Guide international students through the admission process and establish positive relationships with the university. Partner with Kaplan on the US-Sino Pathways and Global Pathways programs. Assist study-abroad students in awarding of transfer credit. Implement SEVIS 2 to assist in managing international student status.
2. **Provide education that ensures all staff is properly trained to provide professional and competent service.**

   (Value: Professionalism)

   **Goals and Actions relevant to Admissions:**
   
a. Encourage and value departmental job-specific training (e.g. manuals, on-the-job training, cross training and release time to participate in professional development opportunities).

   Provide timely and consistent new staff and all-staff training, using the following techniques: maintain new employee and area-specific training manuals; conduct twice a month all-staff or unit trainings; encourage participation in Human Resource sponsored trainings and provide release time; and consider what each person can do personally to provide competent service.

   b. Develop strategies for continuity planning to ensure departmental stability.

   Provide cross-training and back-up planning and training to prepare for scheduled and unscheduled absences.

   c. Establish a Student Affairs training curriculum, across all levels of staff, utilizing a variety of delivery methods (e.g. customer service, student development, diversity, cultural and professional competencies).

   **Partner in the Student Affairs training curriculum development initiative. Serve on the Professional Development Committee.**

   d. Conduct annual performance reviews in all Student Affairs departments, including position-related and professional development goal setting.

   **Conduct annual performance reviews for all staff.**

3. **Promote diversity on campus through effective programming and active recruitment of staff and students.**

   (Value: Commitment to Diversity)

   **Goals and Actions relevant to Admissions:**

   a. Develop programs and services to make the University more accessible to underrepresented populations (e.g. work with government and community service providers to identify potential students, promote higher education and increase families’ understanding of the value of higher education).

   **Continue to support the recruitment of diverse students via the 5% admission sponsorship program; HB144 non-resident tuition waiver advising; and participation in various outreach programs (e.g. Su Banco, Utah College Advising Core, Women’s Resource Center programs and Transfer Days at Salt Lake Community College).**

   b. Increase the resources available for underrepresented students (e.g. scholarships, grants and jobs).

   **Consider underrepresented students for staff positions.**
4. **Recruit and retain highly qualified staff.** (Value: Exemplary Staff)

**Goals and Actions relevant to Admissions:**

a. Market the value of the University of Utah, in addition to salary and benefits, when recruiting staff members.

Maximize the value of University benefits (e.g. flexibility with class schedules; proximity to class locations; stable work environment; professional work experience; and typical benefits such as health insurance, retirement benefits, tuition remission, UTA pass and health and wellness offerings).

b. Develop consistent job descriptions, program objectives and goals within each department, focusing on specific expectations for the qualified employees hired.

Create and maintain job descriptions for each position and review annually as part of the performance review process.

5. **Partner with faculty, staff and external constituencies to foster student development and enhance the greater community.** (Value: Collaboration)

**Goals and Actions relevant to Admissions:**

a. Broaden partnerships/connections across campus to enhance co-curricular programming (e.g. serving on committees, planning joint academic and student affairs events).

Continue to participate in programs which support co-curricular development including Utah Academic Advisors Committee, Advising Basics, Parent Orientation, Graduate Admissions Training and the Kaplan programs (Global Pathways and US-Sino Pathways Program). Provide admissions expertise to university support offices, including the Graduate School and departments, Recruitment and High School Services, Financial Aid, Athletics, Dean of Students, International Center, Transfer Center, University Information Technology and 5% sponsors (e.g. Center for Ethnic Student Affairs, Women’s Resource Center, Center for Disability Services, Educational Opportunity Programs and academic departments). Collaborate with external constituents to assist prospective students in the admission process (e.g. high school guidance counselors, parents and International Refugee Committee).

6. **Utilize a coordinated assessment, evaluation and research approach to promote data driven decision-making.** (Value: Assessment, Evaluation and Research)

**Goals and Actions relevant to Admissions:**

a. All Student Affairs departments will develop a department specific strategic plan in collaboration with Assessment, Evaluation and Research (AER) to measure progress toward departmental and Student Affairs strategic objectives and learning outcomes.

b. Annual reports will be based on departmental and Student Affairs strategic plans to formally document progress toward strategic objectives.

Create a strategic plan and evaluate progress for the annual report.

c. Continue to increase assessment methods utilized in Student Affairs (e.g. data-mining, tracking, benchmarking and surveys).

Develop and administer a new enrolled and no-show survey to gauge application processing efficiencies and customer service delivery.

Modify current or create new reports to include applicant and admit characteristics (e.g. residency, gpa/test scores, ethnicity and incomplete applications).
7. **Provide, maintain and utilize technology to enhance student services, assessment and communication.**
   (Value: Leading Edge Technology)

   **Goals and Actions relevant to Admissions:**
   a. Assure all offices have up-to-date hardware available for staff use.

   Annually consider hardware needs.

   b. Provide technological support and resources to offices to implement software systems that support their area.

   Manage the upgrade to PeopleSoft (PS) version 9.0.

   Consider application process re-engineering to enhance student service and leverage staff resources:
   1) partner with the Graduate School to create an online common graduate admission application; 2) create an online residency reclassification application with decision-making logic; 3) implement scanning application documents at the front end to facilitate workflow and online admission evaluation; 4) implement electronic transcripts download into PS with transfer course analysis logic; 5) implement SEVIS 2; 6) implement an online transfer course summary.

   c. Continually evaluate and update communication methods used within Student Affairs and with students.

   Annually review all materials sent to applicants and admitted students.

   Maintain all web sites to ensure information is updated and student marketing oriented.

8. **Promote the effective use of best practices in Student Affairs departments, programs and services.** (Value: Best Practices)

   **Goals and Actions relevant to Admissions:**
   a. Encourage departments to utilize research and benchmarking services to evaluate their services, programs and facilities.

   Dedicate time to ongoing review of policies and procedures. Via conferences, publications, USHE and peer institution consultation and site visits, consider best practices when re-engineering policies and supporting procedures. Participate in enrollment management consulting project.

   b. Encourage all professional staff to become a member in at least one professional organization.

   Support staff involvement in University committees and professional associations.

   **Other Admissions Strategic Initiatives:**

   1. Evaluate the effectiveness of the Admissions Index (AI) for predicting student success. Consider re-engineering the AI as needed.
   2. Analyze all undergraduate (including international) admission standards for effectiveness in predicting student success.
   3. Update the Undergraduate Admissions Policy 6-404 and the Residency Determination for Tuition Purposes Policy 6-403.
   4. Assist with the implementation of the enrollment management plan.