

STUDENT AFFAIRS STRATEGIC PLAN

UNIVERSITY OF UTAH STUDENT AFFAIRS STRATEGIC PLAN

VISION

Be a leading Student Affairs division.

MISSION

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.

STRATEGIC OBJECTIVES

1. Develop students as a whole through the cultivation and enrichment of the body, mind and spirit.

Goals and Actions:

- a. Promote physical, spiritual and psychological health and wellness, collaborating across campus with multiple organizations.
- b. Improve and promote recreational opportunities.
- c. Promote experiential learning opportunities (e.g. career development, internships, mentoring programs and part-time employment).
- d. Support leadership opportunities (e.g. community engagement, volunteerism, student organizations involvement and peer-to-peer mentoring).
- e. 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).

2. Provide education that ensures all staff is properly trained to provide professional and competent service.

Goals and Actions:

- 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).
- b. Develop strategies for continuity planning to ensure departmental stability.
- 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).
- d. Encourage and support broad professional development (e.g. trainings, events, lectures and classes).
- e. Conduct annual performance reviews in all Student Affairs departments, including position-related and professional development goal setting.

VALUES

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

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

Goals and Actions:

- a. Develop programs and services to promote the value that a diverse population has on the overall educational and campus life experience.
- b. Develop programs and services aimed to educate the University community about the experiences and challenges faced by underrepresented populations through greater collaboration with Academic Affairs and other divisions.
- c. 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).
- d. Increase the resources available for underrepresented students (e.g. scholarships, grants and jobs).

4. **Recruit and retain highly qualified staff.**

Goals and Actions:

- a. Advertise position openings as broadly as possible to attract a qualified, diverse applicant pool.
- b. Ensure every effort is made to include recruitment and retention of groups that are underrepresented in Student Affairs.
- c. Market the value of the University of Utah, in addition to salary and benefits, when recruiting staff members.
- d. Annually compare salaries of University of Utah positions with positions nationally, to ensure adequate salaries are being paid.
- e. Develop consistent job descriptions, program objectives and goals within each department, focusing on specific expectations for the qualified employees hired.
- f. Promote formal and informal mentoring opportunities (e.g. SALT fellowship, professional organizations and informal meetings with leadership).
- g. Provide recognition and incentives to staff members who perform above expected levels.

5. **Partner with faculty, staff and external constituencies to foster student development and enhance the greater community.**

Goals and Actions:

- a. Develop formal and informal reciprocal partnerships with campus and community constituents, providing on-going events and engagement opportunities that bridge the University community with the greater Salt Lake community.
- b. Broaden partnerships/connections across campus to enhance co-curricular programming (e.g. serving on committees, planning joint academic and student affairs events).
- c. Foster opportunities that encourage life-long service and civic participation.

6. **Utilize a coordinated assessment, evaluation and research approach to promote data driven decision-making.**

Goals and Actions:

- 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.
- c. All assessment findings will be reported and documented with AER to develop data-driven best practices for Student Affairs.
- d. Continue to increase assessment methods utilized in Student Affairs (e.g. data-mining, tracking, benchmarking and surveys).
- e. Increase the usage of data for research and development opportunities (e.g. grant applications and publications).
- f. Provide educational opportunities for staff to develop and refine assessment skills.

7. **Provide, maintain and utilize technology to enhance student services, assessment and communication.**

Goals and Actions:

- a. Assure all offices have up-to-date hardware available for staff use.
- b. Provide technological support and resources to offices to implement software systems that support their area.
- c. Provide ongoing trainings for staff on technology, including technological trends that impact student engagement.
- d. Continually evaluate and update communication methods used within Student Affairs and with students.

8. **Promote the effective use of best practices in Student Affairs departments, programs and services.**

Goals and Actions:

- a. Encourage departments to utilize research and benchmarking services to evaluate their services, programs and facilities.
- b. Increase access to shared subscriptions to journals and professional resources.
- c. Encourage all professional staff to become a member in at least one professional organization.
- d. Develop a forum for sharing best practices division wide (incentives, rewards and recognition).
- e. Develop innovative and experiential strategies to broaden exposure to national trends and best practices (e.g. exchange programs, site visits, symposia and knowledge communities).

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