

## **Lead, Innovate and Transform Division of Student Affairs & Enrollment Management Strategic Plan 2014-2015**

### **MISSION**

The Division of Student Affairs engages students, promotes student learning, and provides access and quality services that assist students in achieving their goals.

### **ESSENTIAL RESPONSIBILITIES**

The following responsibilities form the core of work in each office in the Division of Student Affairs:

- Promote the mission of the university and the division.
- Deliver services that reflect the Division's commitment to diversity.
- Serve as student advocates.
- Develop and cultivate collaborations and partnerships with campus community and divisions.
- Enhance the visibility of the Division on the campus and in the community.

### **VISION**

The Division of Student Affairs will be known for its ability to provide quality services and programs with integrity and professionalism. The programs shall be student focused, recognizing and respecting the diversity of the campus and uniqueness of each individual served. Further, a student-centered learning and service environment will be a hallmark, noted for its promotion of positive values of integrity, high ethical standards, and an appreciation of life-long learning experiences.

### **CORE VALUES**

- Discovery, Distinction and Diversity.
- Student success that leads to lifelong learning and rewarding careers.
- Respect for difference.
- Solutions-oriented engagement with Central California challenges.
- Ethical citizenship and stewardship.
- Responsible and open inquiry, dialogue, and expression.
- Integrity-based leadership.

## SERVICE PLEDGE IMPERATIVE TO THE PLAN'S SUCCESS

### Building a Culture of Accountability through Assessment

- To measure the success of the themes, departments must constantly evaluate and assess student satisfaction, program effectiveness, and outcomes in order to improve programs, services, and initiatives, Departments must evaluate current programs and make decisions based on assessment data.

### Aligning Our Financial Resources Plan

- In response to the financial climate, the Division will utilize resources responsibly and in ways that directly support our themes. In addition, the Division must be committed to securing financial support from new internal and external sources.

### Intentional Collaborations On and Off Campus

- By building collaborations with partners on and off campus, the Division can reach a broader audience, share financial and human resources, and strengthen our services and programs.

## STRATEGIC THEMES AND ACTION STEPS

### Theme #1 – Student Success, Promoting Student Transformation

Implement strategies that will foster student success and result in an effective transition to college, retention and timely graduation.

### STRATEGIES & INDICATORS

#### **S-1.1 Provide support programs and services to raise student achievement, retention and degree completion.**

*I-1.1a An option of a Freshman Year Experience course for all incoming freshman will be researched and evaluated for implementation.*

*I-1.1b Tutoring, Supplemental Instruction and early warning programs for high failure rate courses will be expanded by 10 per cent.*

*I-1.1c Forty per cent of entering full-time students who attend DOG DAYS: New Student Orientation will enroll in a full load (5 classes) for the fall semester*

*I-1.1d Explore the possibility of a freshman residency requirement.*

**S-1.2 Identify, review, and create new hallmark experiences that will help students to transition through their collegiate experience including freshman year experience.**

*I-1.2 EOP male students will be offered the opportunity to participate in an initiative designed to enhance their retention.*

**S-1.3 Expand internship and employment opportunities competitive for both undergraduate and graduate students. .**

*I-1.3a Career Services will work with the Colleges/Schools to utilize eportfolio in the career development process with students.*

*I-1.3b Develop partnership between Career Services, academic colleges, and alumni office to increase internships and employer participation by 10 percent.*

**S-1.4 Make academic advising and tutoring more convenient by using online tools.**

*I-1.4a College Scheduler, a new degree audit program, and degree road maps will be deployed in the 2015-16 year.*

*I-1.4b Online chat software and Zoom will be used to engage students with academic advising activity online.*

**S-1.5 Work with Academic Affairs to strengthen campus wide academic advising.**

*I-1.5a Modify and update the process for assigning faculty and professional advisors in People Soft to provide students with accurate assigned academic advisor information.*

*I-1.5b A decentralized campus advising model will be implemented in Fall 2015.*

**S-1.6 Incorporate universal design principles of accessibility into all division communications.**

*I-1.6a DOSA webpages, events and activities follow guidelines for planning accessible events.*

*I-1.6b Division of Student Affairs web pages will be refreshed to ensure easy student's access to departmental and program information.*

*I-1.6c Review and discuss web pages for easy student's access to departmental and program information.*

## Theme #2 – Developing our Campus Community for Student Affairs Division Staff/Faculty

The ability of our Division to achieve its aspirations is dependent upon our ability to recruit and retain diverse faculty and staff and administrators by developing a program that provides opportunities for both personal and professional development.

### STRATEGIES & INDICATORS

#### **S-2.1 Proactively recruit and retain talented, globally aware, diverse faculty and staff through a campus-wide culture of inclusiveness, shared leadership and integrity.**

*I-2.1a Campus procedures will be followed to ensure the recruitment of a diverse pool of candidates, which includes advertising to a broad and widely diverse recruitment base.*

*I-2.1b Hiring search committees will develop robust candidate pools that will commit to recruit a strong diverse staff/faculty.*

#### **S-2.2 Support faculty and staff in exploring a multiplicity of career paths.**

*I-2.2a Each member of the division will develop a professional development plan.*

*I-2.2b Develop a career ladder for staff.*

#### **S-2.3 Create appropriate recognition and reward programs.**

*I-2.3a Continue the DOSA Hallmark Awards tradition*

*I-2.3b Participate in the university Leadership Awards by nominating DOSA staff/faculty.*

#### **S-2.4 Encourage a culture of health, wellness, and life balance.**

*I-2.4a Utilize institutional and divisional programs that will develop staff/faculty members.*

*I-2.4b Promote faculty and staff development in response to a rapidly changing world.*

#### **S-2.5 Create a culture that embraces redesign of business processes for continuous improvement, assessment and responsiveness to the campus community.**

*I.2.5a Establish DOSA Assessment Committee*

*I-2.5b Establish DOSA Professional Development Committee*

*I-2.5c Establish DOSA Student Assistant Support & Development Committee*

### Theme #3 – Internationalizing Our Campus

The Division will support Fresno State’s efforts towards further internationalization by incorporating best practices that engage and serve the unique needs of international students, encourages international student participation in campus-based programs through the development of innovative programming, supports the development of a campus culture that promotes Study Abroad, and fosters a campus climate which enhances the global awareness of Fresno State students, faculty, and staff.

#### STRATEGIES & INDICATORS

**S-3.1 Support International Student Services and Programs (ISSP) efforts to increase international student population by developing practices that enhance international student enrollment.**

*I-3.1a Implement timely evaluation of transfer credit, limiting the use of holds, and generally creating an international friendly climate within the Division.*

*I-3.1b Increase number of international students enrolled at Fresno State.*

**S-3.2 Engage and serve international students by offering exemplary customer service throughout units across the Division, taking into account the unique needs of this cohort.**

*I-3.2a Increased number of international students registered for classes prior to the first day of instruction.*

*I-3.2b Increased international student satisfaction with units in the Division and programs offered through the Division as measured by the International Student Barometer (ISB).*

**S-3.3 Collaborate with the Assistant Vice-President for International Affairs and International Student Services and Programs to offer and encourage international students to participate in campus-based programming which provides international students with the opportunity to share their home cultures and better integrates them into the Fresno State campus community.**

**S-3.4 Collaborate with Continuing and Global Education (CGE) and the Office of Study Abroad and International Exchange (SAIE) to foster a campus and divisional climate that promotes the high impact practice of Study Abroad.**

*I-3.4a Increase number of Fresno State students studying abroad.*

*I-3.4b Increase Fresno State student satisfaction with the processes involved in studying abroad as measured by a valid nationally normed instrument.*

**S-3.5 Collaborate with Assistant Vice President for International Affairs and University Courtyard to explore the development of an international living and learning community that goes beyond a thematic concept.**

*I-3.5 Develop a strategic plan to create an international living and learning community.*

**Theme #4 – Recruiting and Enrolling a Diverse Student Body**

Cultivate a supportive campus atmosphere based on respect and understanding that embraces individuals from diverse backgrounds and prepares them for a global world.

**STRATEGIES & INDICATORS**

**S-4.1 Continue effective recruitment effort to meet FTE goals set by the campus.**

*I-4.1a Increase attendance at Preview Day, the largest campus yield event, by 25%.*

*I-4.1b Reach 95% Early Start Program registration by students required to enroll in an ESP experience.*

**S-4.2 Recruit a diverse student population to reflect our regions.**

*I-4.2a Execute the campus and system-wide outreach initiatives to the underserved communities in the Central Valley.*

*I-4.2b Implement the American Indian Recruitment and Resource Initiative to double the American Indian enrollment by Fall 2016.*

*I-4.2c Increase Southeast Asian enrollment by 1%.*

*I-4.2d Increase Latino enrollment by 2%.*

*I-4.2e Increase African American enrollment by .5%.*

**S-4.3 Expand recruitment effort to increase out-of-state enrollment.**

*I-4.3a Utilize Hobsons web campaign (Naviance, Collegeview, and Collegeconfidential) and Chegg to increase out-of-state inquires by 10%.*

*I-4.3b Increase campus visits by out-of-state students by 10%.*

*I-4.3c Increase out-of-state enrollment by 5%.*

**S-4.4 Employ technology to increase campus accessibility and visibility to primary, secondary, and out-of-state markets.**

*I-4.4a Utilize the OIE Tableau dashboard to assess outreach efforts and determine efficient resource utilization and future allocations.*

*I-4.4b Purchase and implement Radius CRM (Customer Relations Manager) to enhance our ability to communicate and track inquires.*

*I-4.4c Admissions & Records and the Financial Aid Office will implement new Interactive Voice Response (IVR) system to improve handling the volume of incoming phone calls and utilize text messaging features for outgoing communications.*

**S-4.5 Enrollment Services Office and Office of Institutional Effectiveness will develop a plan to achieve 100% enrollment target (as set by the Cabinet).**

*I-4.5a Reach 103% enrollment goal set by the campus.*

*I-4.5b Utilize Tableau to assess outreach efforts and determine efficient resource utilization and future allocations.*

**Theme #5 - Creating a Culture of Quality Service**

Make service, to students and colleagues across the Division a top priority. Utilize our service pledge in our interactions with stakeholders.

**STRATEGIES & INDICATORS**

**S-5.1 Identify internal quality assurance assessment and evaluation feedback.**

*I-5.1a The division will collaborate with other university partners to explore the use of assessment data.*

*I-5.1b The division will develop a departmental/division plan building on culture of accountability through assessment.*

*I-5.1c All departments will explore the use of national normed quality service instruments to evaluate their service to students.*

*I-5.1d Utilize the Secret Shopper program to solicit student feedback.*

*I-5.1e Participate in CSU Health Center Benchmark Survey of patient satisfaction. Reach a survey return rate of at least 200 responses. Reach a general satisfaction rating of 4/5 on each category. To exceed the System-wide average in at least 4 categories.*

**S-5.2 Collaborate within the division as well as the university, to ensure service and quality is integrated in all program priorities.**

*I-5.2 All departments will incorporate the Division Service Pledge into departmental training with staff.*

**S-5.3 Enforce compliance of service and quality standards.**

*I-5.3 Explore the implementation of new phone system to better handle student call volume.*

**S-5.4 Improve the health center building so that it is aesthetically pleasing and inviting. Appearances have been known to decrease stress and represent quality in health care environments.**

*I-5.4 Renovation to begin on Health Center in Summer 2015.*

**S-5.5 Employ technology to improve service to students. Implement various state of the art/technical options in health care e.g. online scheduling, patient portal, self-check in, mobile apps.**

**S-5.6 Develop a One Stop Shop to service continuing students. Staffing will primarily be from Admissions & Records, Financial Aid, and Student Financial Services.**

*I-5.6 One Stop Shop will be implemented Fall 2015.*

**Theme #6 – Engaging and Involving Students in the Campus Community**

**Engage students in intentional active learning opportunities outside the classroom.**

**STRATEGIES & INDICATORS**

**S-6.1 Develop and assess Divisional learning outcomes.**

*I-6.1 Establish learning outcomes for Division of Student Affairs.*



**S-6.2 Provide quality co-curricular educational programming that relates to classroom and career readiness.**

*I-6.2a Complete a plan to enhance existing recreational fields and explore additional opportunities for recreational space for students.*

*I-6.2b There will be a stronger emphasis placed on students' personal development and self-awareness.*

**S-6.3 Develop and implement a plan for division-wide student employee employment and training.**

*I-6.3 Continue to provide on-campus work opportunities for students.*

**S-6.4 Continue to collaborate and develop co-curricular events with partners in Academic Affairs, Alumni Association, Athletics and Administrative Services.**

*I-6.4 Review and develop options for increasing programming space on campus targeting programs such as USU Programs, Leadership Certificate, etc.*

**S-6.5 Continue developing educational programs as a critical piece of overall campus programs.**

*I-6.5a Create an off campus Bulldogs (Commuter Affairs Office) and lounge for students - staff hired, office space designated, budget allocated, Programming Plan.*

*I-6.5b Student Involvement will become the "clearinghouse" for communicating with students.*

*I-6.5c The role of the Student Communication Committee will be redefined, to include Women's Resource Center, Diversity Programs, USU Programs and PCHRE.*

**S-6.6 Provide student leadership opportunities and explore developing a Leadership Center.**

*I-6.6a Leadership Center planning & implementation; Leadership Program events/programs; USU Productions programs; Diversity programs & monthly celebrations; NCBI Workshops & training*

*I-6.6b Increase programming and leadership opportunities.*

**S-6.7 Encourage students to become involved in volunteerism and civic engagement.**

**S-6.8 Enhance and/or develop programs and traditions that will increase campus spirit, pride and tradition**

I-6.8 Continuation of campus traditions including New Student Convocation, FresWOW, Homecoming, Parent's Weekend, and Vintage Days.

## Theme #7 – Demonstrating a Commitment to Diversity and Cultural Competence

The Division will demonstrate a commitment to diversity and cultural competence by examining hiring practices, engaging in training and raising awareness and acceptance of diversity in all its forms.

### STRATEGIES & INDICATORS

#### **S-7.1 Provide opportunities for intergroup dialogue related to diversity and inclusion.**

*I-7.1A Diversity plan, that includes staff recruiting, hiring, and staff training, will be revised.*

*I-7.1B Team with PCHRE to empower Division members to lead university diversity efforts.*

#### **S-7.2 Encourage and promote an awareness of global issues outside the classroom. Train interns on diversity issues as they effect health care delivery.**

*I-7.2 Discuss developing an umbrella organization for diversity efforts of division.*

#### **S-7.3 Implement programming and education related to spirituality and religion, ability and disability, gender, sexuality, nationality, and other groups as needs arise.**

*I-7.3a All Leadership Team members will participate in the National Coalition Building Institute (NCBI) training.*

*I-7.3b Student staff will be allowed to participate in the National Coalition Building Institute (NCBI) training by compensating training time as time worked.*

*I-7.3c Continue to include "Diversity Moments" as part of the Leadership Team meeting. Also, encourage directors/coordinators to use this model in the department meetings.*

#### **S-7.4 Develop programing specifically for at risk groups, those that show a predisposition to high incidences (high blood pressure, diabetes, etc) that are ethnicity related. Include workshops and other educational opportunities as part of the division's professional development series.**

*I-7.4 Diversity programming will be up by 50%.*

## **Theme #8 – Safety and Wellness**

Provide educational programs and services that promote student safety and foster student physical, emotional, and personal wellness.

### **STRATEGIES & INDICATORS**

#### **S-8.1 Collaborate with campus, community, and national partners to improve alcohol and substance abuse education and programming for our students.**

*I-8.1 Reach at least 36% of all incoming freshmen and Transfer students with the eCHECKUP TO GO online alcohol assessment by the beginning of the Fall 2015 semester.*

#### **S-8.2 Enhance health and wellness programming and services to students and staff.**

*I-8.2a Provide Celeste-Health Depression Screening Instrument to all students accessing CAPS services at the time of their first visit and on the fourth visit.*

*I-8.2b Students assessing CAPS services will have a 65% improvement in their Celeste-Health Score or decrease in the depressive symptoms upon the fourth visit.*

*I-8.2c Develop and Pilot Integrated Care Model in Spring 2015.*

*I-8.2d Provide depression screening to over 90% of students who have primary care appointments with providers in the Integrated Care Model pilot program.*

*I-8.2e Develop the role of Care Manager and offer this service to over 90% of students who score over 10 on the PHQ-9 screening tool.*

*I-8.2f Students participating in the pilot, who chose to receive services from the care manager, will have a 50% decrease in their PHQ-9 score within 90 days of their first screening.*

*I-8.2g Develop and Implement a Sports Medicine Clinic staffed by a physician specifically trained in sport medicine to provide medical services and follow up care for campus sponsored sports teams (does not include NCAA campus athletic program).*

*I-8.2h Provide the Work it Out! Peer Mentor Exercise Program to at least 7 Fresno State students each semester.*

*I-8.2i Reach at least 1,200 Fresno State students with 45-60 minute presentations on health-related topics through the Health PAWS Presents... program each semester.*

*I-8.2j Assess the top ten academic impacts on Fresno State students by securing at least 1,500 respondents to the National College Health Assessment by the end of Spring 2015.*

**S-8.3 Improve risk management education including student organization training, bystander intervention programming, hazing prevention, personal decision making.**

*I-8.3a Provide a full day WATCHDOG alcohol overdose prevention training to at least 75 Fresno State students each semester.*

*I-8.3b Secure at least 3 RADD partners to participate by providing designated driver benefits to Fresno State students.*

**S-8.4 Collaborate with various campus and community partners to assist in ensuring the safety of the campus and the responsiveness to crisis.**

*I-8.4a Implement a campus liaison program so that each school, college and department has a personal contact to assist them with crisis situations in their particular area.*

*I-8.4b Implement the role of a campus case manager to ensure timely responsiveness to students in distress.*

**S-8.5 Improve staff training on emergency procedures and in handling threats to campus.**

*I-8.5a CARE team will be re-evaluated and restructured to better address students of concern and response to campus threats.*

*I-8.5b Provide Question, Persuade and Refer (QPR) training to a minimum of 200 students, faculty and staff each semester and secure a total of 75 Project SAFE members.*

*I-8.5c All managers will complete an online training on sexual assault/bystander intervention.*

**S-8.6 Prepare for Affordable Care Act implementation and its effect on college health programs. Educate students on health care coverage options and the importance of prevention and wellness.**

*I-8.6a Provide at least 2 opportunities per semester to educate students on health care coverage options and the important of prevention and wellness.*

*I-8.6b Provide at least 2 opportunities per semester for students to enroll in Covered California insurance.*

**S-8.7 Utilize educational web programs (primarily HAVEN) to educate students on alcohol, hazing, drugs, bystander intervention, sexual assault issues, and relationship violence.**

*I-8.7 All incoming students will complete the training.*