

Division of Student Affairs 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

- S1.1 Provide support programs and services to raise student achievement, retention and degree completion. (All)
- S1.2 Identify, review, and create new hallmark experiences that will help students to transition through their collegiate experience including freshman year experience. Teach coping and stress management strategies. (MAX)
- S1.3 Expand internship and employment opportunities that are competitive for both undergraduate and graduate students. Streamline orientation process and set standards across departments. (CC)
- S1.4 Make academic advising and tutoring more convenient by using online tools. Identify students in need of assistance and refer to appropriate resources. (MAX)
- S1.5 Expand tutoring, Supplemental Instruction and early warning programs for high failure rate courses. (MAX)
- S1.6. Work with Academic Affairs to strengthen campus wide academic advising. (MAX)
- S1.7 Incorporate universal design principles of accessibility into all division communications. (MAX)
- S1.8 Deploy new e-advising tools to help students with course schedule planning, academic planning and degree completion. (MAX)
- S1.9 Streamline orientation process and set standards across departments. (MAX)

INDICATORS

- I-1.1 Utilize eportfolio in Career Services office in conjunction with academic colleges. (CC)
- I-1.2 Develop partnership between Career Services, academic colleges, and alumni office to increase internships and employer participation. (CC)
- I-1.3 Explore the possibility of Freshman Year Experience course for all incoming freshman. (MAX)
- I-1.4 Explore and develop a plan for full-time students to receive full load of classes (5) during Dog Days Orientation to keep students on track to graduate. (MAX)
- I-1.5 Increase student campus jobs and training opportunities. (ALL)
- I-1.6 Review and implement new technology if warranted in advising of students. (MAX)
- I-1.7 Review and broadly discuss and implement strategies from recent campus advising reports. (MAX)
- I-1.8 Explore the possibility of a freshman residency requirement. (FL)
- I-1.9 Review and discuss web pages for easy student's access to departmental and program information. (FL)
- I-1.10 Expand tutoring, Supplemental Instruction and Early Warning programs for high failure rate courses. (MAX)
- I-1.11 DOSA webpages, events and activities follow guidelines for planning accessible events. (CC)
- I-1.12 Deploy College Scheduler, a new degree audit program and degree road maps. (MAX)
- I-1.13 Employ students and train them as health care professionals. (MMS)

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

- S2.1 Proactively recruit and retain talented, globally aware, diverse faculty and staff through a campus-wide culture of inclusiveness, shared leadership and integrity. (ALL)
- S2.2 Support faculty and staff in exploring a multiplicity of career paths. (ALL)
- S2.3 Create appropriate recognition and reward programs. (ALL)
- S2.4 Encourage a culture of health, wellness, and life balance. (ALL)
- S2.5 Promote faculty and staff development in response to a rapidly changing world. (ALL)
- S2.6 Create a culture that embraces redesign of business processes for continuous improvement, assessment and responsiveness to the campus community. (ALL)
- S2.7 Develop a career ladder for staff. (ALL)

INDICATORS

- I-2.1 Each member of the division will develop a professional development plan. (ALL)
- I-2.2 Hiring search committees will develop robust candidate pools that will commit to recruit a strong diverse staff/faculty. (ALL)
- I-2.3 Utilize institutional and divisional programs that will develop staff/faculty members. (ALL)

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

- S3.1 Support International Student Services and Programs (ISSP) efforts to increase international student population by developing practices that enhance international student enrollment. These practices include, timely evaluation of transfer credit, limiting the use of holds, and generally creating an international friendly climate within the Division. (BV)
- S3.2 Engage and serve international students by offering exemplary customer service throughout units across the Division, taking into account the unique needs of this cohort. (ALL)
- S3.3 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. (ALL)
- S3.4 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. (BV)
- S3.5 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. (FL, PAUL)

INDICATORS

- I-3.1 Increased number of international students enrolled at Fresno State. (BV)

- I-3.2 Increased number of international students registered for classes prior to the first day of instruction. (BV, MAX)
- I-3.3 Increased international student satisfaction with units in the Division and programs offered through the Division as measured by the International Student Barometer (ISB). (BV)
- I-3.4 Increased number of Fresno State students studying abroad. (PAUL)
- I-3.5 Increased Fresno State student satisfaction with the processes involved in studying abroad as measured by a valid nationally normed instrument. (PAUL)
- I-3.6 Develop a strategic plan to create an international living and learning community. (PAUL,FL)

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

- S4.1 Continue effective recruitment effort to meet FTE goals set by the campus. (BV)
- S4.2 Recruit a diverse student population to reflect our regions. (BV)
- S4.3 Expand recruitment effort to increase out-of-state enrollment, including international student enrollments from underrepresented populations at Fresno State. (BV)
- S4.4 Employ technology to increase campus accessibility and visibility to primary, secondary, and out-of-state markets and international markets. (BV)
- S4.5 Enrollment Services Office and Office of Institutional Effectiveness will develop a plan to achieve 100% enrollment target (as set by the Cabinet). (BV)

INDICATORS

- I-4.1 Review and assess the success of the out-of-state Hobsons web campaign (Naviance, Collegeview, Collegeconfidential). (BV)
- I-4.2 Execute the campus and system-wide outreach initiatives to the underserved communities in the Central Valley. (BV)
- I-4.3 Purchase and implement the Radius CRM (Customer Relations Manager) that will enhance our ability to communicate and track inquiries. (BV)
- I-4.4 Utilize Tableau to assess outreach efforts and determine efficient resource utilization and future allocations. (BV)
- I-4.5 Hit CSU 100% target number. (BV)
- I-4.6 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. (BV)

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

- S5.1 Identify internal quality assurance assessment and evaluation feedback. (ALL)
- S5.2 Utilize the Secret Shopper program to solicit student feedback. (ALL)
- S5.3 Collaborate within the division as well as the university, to ensure service and quality is integrated in all program priorities. (ALL)
- S5.4 Enforce compliance of service and quality standards. (ALL)
- S5.5 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. (MMS)
- S5.6 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. (MMS)
- S5.7 Develop a One Stop Shop to service continuing students. Staffing will primarily be from Admissions & Records, Financial Aid, and Student Financial Services. (BV)

INDICATORS

- I-5.1 Explore the implementation of new phone system to better handle student call volume. (BV)
- I-5.2 All departments will explore the use of national normed quality service instruments to evaluate their service to students. (ALL)
- I-5.3 All departments will incorporate the Division Service Plan into departmental training with staff. (ALL)
- I-5.4 The division will develop a departmental/division plan building on culture of accountability through assessment. (ALL)
- I-5.5 The division will collaborate with other university partners to explore the use of assessment data. (ALL)
- I-5.6 One Stop Shop will be implemented. (ALL)

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

Engage students in intentional active learning opportunities outside the classroom

STRATEGIES

- S6.1 Develop and assess Divisional learning outcomes. (ALL)
- S6.2 Provide quality co-curricular educational programming that relates to classroom and career readiness. (CC,MAX)
- S6.3 Develop and implement a plan for division-wide student employee employment and training. (MMS)

- S6.4 Continue to collaborate and develop co-curricular events with partners in Academic Affairs, Alumni Association, Athletics and Administrative Services. (ALL)
- S6.5 Continue developing educational programs as a critical piece of overall campus programs. (ALL)
- S6.6 Increase the number of student leadership opportunities and explore developing a Leadership Center. (CC)
- S6.7 Continue to provide on-campus work opportunities for students. (ALL)
- S6.8 Encourage students to become involved in volunteerism and civic engagement. (CC)
- S6.9 Enhance and/or develop programs and traditions that will increase campus spirit, pride and tradition (Welcome Week, Homecoming, Convocation, Vintage Days and Parent's Weekend etc.). (CC)

INDICATORS

- I-6.1 Enhance and develop new campus traditions including New Student Welcome Week, Convocation and Homecoming. (CC)
- I-6.2 Establish learning outcomes for Division of Student Affairs. (MMS)
- I-6.3 Increase programming and leadership opportunities. (CC)
- I-6.4 Complete a plan to enhance existing recreational fields and explore additional opportunities for recreational space for students. (CC)
- I-6.5 Create an off campus Bulldogs (Commuter Affairs Office) and lounge for students. (CC)
- I-6.6 Review and develop options for increasing programming space on campus. (CC)
- I-6.7 Student Involvement will become the "clearinghouse" for communicating with students. (CC)
- I-6.8 The role of the Student Communication Committee will be redefined. (CC)
- I-6.9 There will be a stronger emphasis placed on students' personal development and self-awareness. (ALL)

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

- S7.1 Provide opportunities for intergroup dialogue related to diversity and inclusion. (CC)
- S7.2 Encourage and promote an awareness of global issues outside the classroom. Train interns on diversity issues as they effect health care delivery. (CC)
- S7.3 Implement programming and education related to spirituality and religion, ability and disability, gender, sexuality, nationality, and other groups as needs arise.

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. (CC)

- S7.4 Continue to include "Diversity Moments" as part of the Leadership Team meeting. Also, encourage directors/coordinators to use this model in the department meetings. (CC)

INDICATORS

- I-7.1 Encourage and support staff participation in the National Coalition Building Institute (NCBI) training. (CC)
- I-7.2 Create a diversity plan that includes staff recruiting, hiring, and staff training. (CC)
- I-7.3 Team with PCHRE to empower Division members to lead university diversity efforts. (CC)
- I-7.4 Increase diversity programing. (CC)
- I-7.5 Discuss developing an umbrella organization for diversity efforts of division. (CC)
- I-7.6 Encourage and support student staff participation in the National Coalition Building Institute (NCBI) training by compensating training time as time worked. (CC)

Theme #8 – Safety and Wellness

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

STRATEGIES

- S8.1 Collaborate with campus, community, and national partners to improve alcohol and substance abuse education and programming for our students. (MMS)
- S8.2 Enhance health and wellness programming and services to students and staff. (MMS)
- S8.3 Improve risk management education including student organization training, bystander intervention programming, hazing prevention, personal decision making. (CC,MMS)
- S8.4 Collaborate with various campus and community partners to assist in ensuring the safety of the campus and the responsiveness to crisis. (CC,MMS)
- S8.5 Improve staff training on emergency procedures and in handling threats to campus. (CC, MMS)
- S8.6 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. (MMS)

INDICATORS

- I-8.1 Review multiple focus of CARE Team. (CC,MMS)
- I-8.2 Review the needs of faculty and staff in mental health cases. (MMS)
- I-8.3 Provide information to campus community access to safety and wellness issues. (MMS)
- I-8.4 Provide training and comply with Title IX and VAWA legislation. (CC)
- I-8.5 Expand and lead wellness programming efforts on campus. (MMS)
- I-8.6 Utilize educational web programs (primarily HAVEN) to educate students on alcohol, hazing, drugs, bystander intervention, sexual assault issues, and relationship violence. HAVEN is higher education's first compliance-based programing for primary sexual assault prevention. The program uses a non-opinionated tone and style to provide important prevention skills and strategies to all students. (CC,MMS)