

DIVISION OF STUDENT AFFAIRS

Strategic Plan 2015-2020



**UNIVERSITY
OF NORTH
ALABAMA**

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INTRODUCTION

I am pleased to present the *2015-2020 Strategic Plan for the Division of Student Affairs*. The plan establishes the Division's collective direction for the next five years and supports the University of North Alabama's continued effort to build upon its legacy as a public, four-year institution of higher education. *The Strategic Plan of the Division of Student Affairs* was designed in accordance with the requirements of the University's institutional effectiveness planning process.

The plan reflects five overarching division goals, as well as specific goals anticipated to be accomplished within each department or office over the next five years. Each year, departments develop annual action plans by selecting specific goals from the strategic plan. In the action plans, each annual goal is expanded to include intended learning and/or process outcomes, the strategies used to accomplish the goals, designated assessment tools/instruments, the person responsible for assessment, and an explanation of how the data and resulting evaluation will be used for future planning and decision-making. All annual goals must be linked to the University's strategic goals and budget priorities. (Appendix A)

While higher education and Student Affairs will face unprecedented challenges in the years ahead, I have no doubt that we will find new and meaningful ways to engage students beyond the classroom that make the University of North Alabama a healthier, stronger, and more student-centered university. WE will do this together by:

- Meeting and exceeding professional standards for each of our departments.
- Providing programs and services that prepare students for lifelong civic engagement, wellness, social responsibility, and global awareness.
- Developing new and innovative strategies for funding, branding, and marketing our division to all constituencies of the university community.
- Developing and implementing intentional collaborations and partnerships with our academic colleagues to enhance learning.
- Providing accessible, modern facilities and technology for all Student Affairs departments.
- Establishing a culture and commitment to professional development at all levels of the division and with the students we serve.

Our motto, ***We are EPIC (Engaged, Prepared, Invested, and Collaborative)*** is a call to action and institutional leadership. It reminds us collectively and individually that we are to be active participants in the complete life of the University and that we have a responsibility to contribute to the University's mission and success everyday. Most importantly we have the opportunity to impact and change the lives of students who will change the world.

Sincerely,
David P. Shields, Jr.
Vice President for Student Affairs

DIVISION VISION, MISSION, AND CORE VALUES

VISION

Developing Leaders, Inspiring Success

MISSION

Student Affairs promotes lifelong development, healthy living, leadership, integrity, employability, and civic responsibility in a global society.

CORE VALUES

As professionals committed to students, student affairs staff members exhibit the following core values:

- Integrity – we adhere to professional standards of personal, academic, and intellectual integrity;
- Community – we embrace the diversity of cultural backgrounds, personal characteristics, and life situations represented in this community;
- Social Justice – we value and inspire a just and equitable environment for the free expression of ideas, opinions, thoughts, and differences in people. We understand that our actions serve as an example to students and, therefore, we will challenge actions that may be harmful to and/or diminish the worth of others;
- Respect – we display respect for the rights and dignity of all; and,
- Responsibility – we exhibit a high level of responsibility to self, to others, and to the community.

OVERARCHING GOALS

In an effort to provide consistent and unified efforts toward excellence in serving students, all departmental goals are connected to the following overarching UNA Student Affairs goals.

- Meet or exceed CAS Standards and/or applicable professional organizations standards through programs and services that prepare students for lifelong civic engagement, wellness, social responsibility, and global awareness.
- Develop and fully implement a student affairs business model that addresses funding, branding, and marketing.
- Implement purposeful, directed university-wide systems that integrate student affairs programs, services, and activities into students' academic experiences.
- Provide accessible, up-to-date facilities and technology for all Student Affairs departments, programs, and services.
- Establish intentional programs and structures for professional development and mentoring of students and new professionals.

DIVISION MOTTO

*We are **EPIC** – Engaged, Prepared, Invested, Collaborative*

DEPARTMENTAL GOALS

Assistant Vice President for Student Affairs & Title IX

- Increase staffing to comply with Title IX and the VAWA amendments, including a full-time Coordinator for Education and Prevention for alcohol and other drugs, sexual violence, and bystander intervention; a full-time Investigator dedicated to Title IX investigations; and a full-time Victim's Advocate (or a contractual agreement with a local agency to serve as a victims' advocate).
- Increase funding for SOAR (Summer Orientation, Advisement, and Registration), Greek Life, and Student Media in an effort to remain competitive in recruiting and retaining students.

Career Center

- Expand staff structure and office space to meet NACE guidelines and to more fully serve all populations and provide support to recruitment, retention, graduation, and employment of UNA students and graduates.
- Develop and implement a full-scale employer relations and on-campus recruiting program for UNA students and alumni that includes educational programming for upper-class students, learning outcomes, certification, and an increase of at least three co-op and/or intern offerings per year.
- Institute assessment measures to evaluate, add credibility to, and/or improve the programs and services offered by the Career Center by providing accurate annual data about student usage of the Center and post-graduate activities of alumni.

Disability Support Services

- Perform an internal and/or external audit to determine effectiveness of policies, procedures, and services, using AHEAD and CAS Standards, and implement appropriate changes based on the evaluation.
- Implement technological advances to assist students with disabilities, including but not limited to, electronic record-keeping software; classroom accessibility; and JAWs, Zoom Text, and Voice Over applications.
- Model best practices and Universal Design through use of adaptive technology, appropriately designed office space and equipment, modified lighting, and campus licenses for Read & Write Gold or Kurzweil.

Recreational Sports and Fitness

- Analyze revenue and expenditures and propose a written plan to address changes to the recreation facility fee structure.
- Develop and implement a club sports risk management plan that meets National Intramural Recreational Sports Association (NIRSA) and CAS Standards and addresses liability regarding travel, medical, and safety issues.
- Develop and propose written plans for adding usable facility space for current and future programming, based on the student affairs five-year review, facility usage statistics, and programmatic trends.

Student Conduct and Student Affairs Assessment

- Fully implement the reorganization of the Office of Student Conduct and Student Affairs Assessment into two separate offices and ensure appropriate staffing, salaries, space, and resources consistent with CAS Standards for each office.
- In partnership with other departments within Student Affairs and consistent with CAS Standards for student conduct programs, implement proactive educational programming related to personal responsibility and accountability, expected standards of behavior, risk management, student learning, and civic responsibility.
- Develop and implement an assessment plan for the Division of Student Affairs that includes an intentional partnership with the Office of Institutional Research, Planning, and Assessment; the collection and use of data related to learning and development across CAS learning domains; and the effectiveness of student services programs.

Student Counseling Services

- Relocate Student Counseling Services to a modernized facility that meets IACS Standards and CAS Standards, within a 1-2 block distance from campus, with a minimum of six staff offices (at least 10 feet by 10feet), a group room (at least 12feet by 12feet), a reception/ office manager office, a waiting room, and an employee break room.
- Increase the number of FTE professional and support staff to meet the IACS recommended ratio of 1:1000 (counselor to student) and to reflect the diversity of the student body at UNA.
- Develop and implement personalized and focused professional development and training plans for all staff members, aimed at expanding clinical expertise for specialty and personal interest areas in order to provide cutting edge mental health programming and support for students, faculty, and staff of UNA and community resources.

Student Engagement

- Use technology to increase leadership training opportunities and support for student organization leaders in order to more efficiently communicate with recognized student organizations, re-align priorities and resources, and obtain new resources for staffing, based on CAS Standards and Guidelines.
- Partner with student governing bodies to increase quality of student events by developing partnerships across the campus and with the community, providing event series and/or signature events, creating student forums to address student expectations, obtaining

software to track event participation/survey attendees, and increasing standards to obtain student allocation funding.

- Use university data to create a profile of an involved student at UNA to determine future services, programs, and events and to contribute to retention of students.

University Events

- Analyze auxiliary and E&G budgets and submit a written proposal to move salaries and benefits for two of the positions for University Events to the E&G budget, due to declining revenue from camps and conferences and increased need for space for Summer Orientation, Advisement, and Registration (SOAR).
- Develop and propose a written comprehensive plan to replace, refurbish, purchase, and dispose of equipment and furniture throughout the Guillot University Center (GUC) in all common spaces and the Atrium.
- Evaluate all student spaces (the Game Room, the “Pit” area, lounging/seating areas, etc.) in the GUC, using CAS Standards and an internal assessment, and in collaboration with the Student Government Association, develop a written plan for expansion based on the evaluation.

University Health Services

- Construct a new Health Services facility or significantly update the current facility (Bennett Infirmary building) while integrating modern technology.
- Develop and implement policy changes (e.g., immunization policy) that promote the protection of public health per guidelines and recommendations of public health agencies (e.g., Centers for Disease Control and Prevention, Alabama Department of Public Health, etc.) and professional organizations (e.g., American College Health Association, American Public Health Association, etc.).
- Develop a written plan to receive full AAAHC accreditation by 2020 and implement stages of the plan annually.

University Police Department

- Meet or exceed the standards established by the International Association of Campus Law Enforcement (IACLEA) and obtain agency accreditation.
- Consolidate dispatch operations with local agencies to be housed in the Emergency 911 Center.






- Expand Public Safety Institute through partnership with agencies such as the Alabama Chiefs of Police Association, Alabama Peace Officers Standards and Training Commission, the Alabama Sheriffs Association, and the University of North Alabama Criminal Justice program.

University Residences

- Increase staff to meet ACUHO staffing recommendations and occupancy in order to meet the needs of students, department, and university constituents while providing the highest level of customer and student services.
- Develop and implement a department marketing plan that includes a UNA-hosted department website, regular use of various social media platforms to positively engage students and visitors with the department, and use of assessment and evaluative data for decision-making.
- Improve training/programming/support resources for staff members by providing a staff programming resource room, comprehensive professional and student staff manuals, and a secure storage location for large equipment (department BBQ trailer, golf carts, etc.).

Appendix A

University Strategic Plan – Foundation of Excellence

-  **Build and Maintain a Student-Centered University**
-  **Build an Enriched Academic Experience**
-  **Enhance Programs that Distinguish the University**
-  **Promote an Inclusive Campus Environment**
-  **Support Regional Development and Outreach**