



STUDENT AFFAIRS STRATEGIC PLAN 2021-2024



Division of Student Affairs
UNIVERSITY OF NORTH ALABAMA

Message from the VPSA:

The Division of Student Affairs provides numerous co-curricular opportunities that enhance students' learning and overall educational experience. Research shows that college students who are engaged in co-curricular activities and programs are more likely to graduate, exhibit more personal growth, and are more satisfied with their college experience than their peers who are not engaged (Astin, Chickering & Reisser, Kuh, Pascarella & Terenzinni, Tinto, and others). As such, the UNA Division of Student Affairs' services, programs, and activities are grounded in research-informed developmental theory and objectives that are aimed at enhancing the holistic and transformational development of our students.

Involvement in UNA co-curricular programs contributes to positive growth toward independent thinking and decision-making, personal identity, social responsibility and civic engagement, belongingness, personal well-being, and personal integrity and accountability. Through collaborative partnerships with divisions across campus, Student Affairs contributes to a well-rounded and engaging experience that prepares students for current and future success.

The Strategic Plan outlined below represents the Division's commitment to providing best-practice programs and services that emphasize an inclusive and student-centered experience, collaboration among campus entities, accountability of assessment, and use of evaluation for relevant change. The Strategic Plan is a living document and can be revised based on the needs of our students.

UNA is indeed a special place, with dedicated faculty, staff, and administrators who desire student success and who work very diligently to provide opportunities for growth, development, and student support. My personal hope for students is that they take advantage of what UNA has to offer in its co-curricular programs and service so that they become the best versions of themselves and contribute to society in meaningful ways.

ROAR Lions!

Dr. Kimberly A. Greenway
Vice President for Student Affairs

MISSION

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

VISION

- Inspiring student success through research-informed practice, collaborative partnerships, and opportunity for student engagement in co-curricular experiences.

VALUES

- We will adhere to professional standards of personal, academic, and intellectual integrity.
- We will embrace the diversity of cultural backgrounds, personal characteristics, and life situations represented in this community.
- We will 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 will challenge actions that may be harmful to and/or diminish the worth of others.
- We will display respect for the rights and dignity of all.
- We will exhibit a high level of responsibility to self, to others, and to the community.

STUDENT SUCCESS

The Division of Student Affairs at the University of North Alabama provides services, programs, and activities grounded in research-informed developmental theory and objectives which are aimed at enhancing holistic development of our students.

We believe the successful student achieves their postsecondary aspirations and demonstrates growth toward:

- independent thinking, decision-making, and living
- self-advocacy, personal accountability, and resiliency skills
- integrity, respect, and responsibility in character
- a personal sense of belonging and overall well-being
- valuing and respecting differences in others
- identifying and pursuing life goals

STRATEGIC THEMES

- Student Engagement for Learning and Success
- Personal Identity
- Diversity, Equity, and Inclusion through Social Responsibility
- Personal Health, Safety, and Well-being
- Assessment and Evaluation

Theme 1 Student Engagement for Learning and Success

- Goal 1.1 Provide and support best-practice programs, services, and initiatives that support retention, persistence, and graduation rates for students.
(Student Outcome*: Persistence and academic achievement)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)
Goal Assessed or Measured by:
- Number of best-practice programs, services, and initiatives, evidenced by connection to research-informed practice
 - Retention rates of students using or participating in Student Affairs programs or services compared to those not participating or using
 - Persistence of rates of students using or participating in Student Affairs programs or services compared to those not participating or using
 - Graduation rates of students using or participating in Student Affairs programs or services compared to those not participating or using
 - Demonstrated growth of students who use or participate in programs, services or initiatives, evidenced by data evaluation
- Goal 1.2 Provide best-practice programs, services, and initiatives that support student engagement to create a personal sense of belonging.
(Student Outcome*: Intrapersonal competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)
Goal Assessed or Measured by:
- Number of co-curricular experiences offered
 - Percentage of students involved in co-curricular experiences
 - Comparison of retention numbers and other university data of students involved versus those not involved
- Goal 1.3 Increase number and/or participation of co-curricular programs and participation in programs and services that promote personal inquiry, independent thinking, decision-making, and living.
(Student Outcome*: Practical competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)
Goal Assessed or Measured by:
- Number and percentage of students participating in evidence-informed programming
 - Exhibit growth as demonstrated through survey responses and qualitative focus groups

Theme 2 **Personal Identity**

- Goal 2.1 Promote programs that increase awareness and encourage self-advocacy, personal accountability, and resiliency skills.
(Student Outcome*: Intrapersonal competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)

Goal Assessed or Measured by:

- Number of programs offered
- Number and percentage of students participating in related programs
- Measure programming success through survey response and focus group inquiry
- Number of people who utilize Student Affairs support resources
- Compare retention rates and grade point averages of students who use Student Affairs support services to students who did not utilize the services

- Goal 2.2 Establish and implement programs to develop student integrity, respect, and responsibility in character.
(Student Outcome*: Intrapersonal competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)

Goal Assessed or Measured by:

- Demonstrated knowledge of student rights and responsibilities as measured by survey response and direct inquiry, and departmental case data
- Number of programs and percentage of student participation

- Goal 2.3 Provide opportunities for students to identify and pursue personal and professional goals.
(Student Outcome*: Practical competence)
(USP: Increase experiential learning opportunities for students, e.g., internships, education abroad, study away, preceptorships, and simulations)

Goal Assessed or Measured by:

- Number of experiential learning opportunities offered
- Number and percentage of students participating in one or more experiential learning opportunities
- Use of testimonials to provide qualitative data to assess how extracurricular activities impact these goals

Theme 3 Diversity, Equity, and Inclusion through Social Responsibility

- Goal 3.1 Provide intentional opportunities for civic engagement.
(Student Outcome*: Humanitarianism and Civic Engagement)
(USP: Increase experiential learning opportunities for students, e.g. internships, education abroad, study away, preceptorships, and simulations).
Goal Assessed or Measured by:
- Number of programs with peer-to-peer collaborations
 - Percentage or number of participants
 - Qualitative Measures through reflection papers, surveys, focus groups
- Goal 3.2 Create intentional dialogue to foster a culture that seeks to value and understand others.
(Student Outcome*: Interpersonal competence)
(USP: Develop and implement a co-curricular program focused on diversity and inclusion.)
Goal Assessed or Measured by:
- Number of programs with intentional opportunities for civil discourse
 - Self-Appraisal Survey results
 - Qualitative Measures through testimonials, surveys, focus groups
- Goal 3.3 Foster teamwork and collaboration opportunities to develop students' interpersonal competence.
(Student Outcome*: Interpersonal competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)
Goal Assessed or Measured by:
- Measure programming success through survey response and focus group inquiry
 - Percentage of students who participate in extracurricular opportunities such as recognized student organizations, student employment, residential community, club sports, and leadership positions within recognized student organizations, boards, and Shared Governance
- Goal 3.4 Increase awareness and education around University values and behavioral expectations.
(Student Outcome*: Interpersonal competence)

(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)

Goal Assessed or Measured by:

- Implementation of targeted actions as described in an awareness and education plan
- Assessment of student knowledge of standards through direct inquiry, survey response and observation.
- Number of educational programs offered and percentage of students' participation

Theme 4 Personal Health, Safety and Well-being

Goal 4.1 Cultivate student health and wellness knowledge, awareness, and healthy behaviors through deliberative programming.

(Student Outcome*: Practical Competence)

(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)

Goal Assessed or Measured by:

- Number and percentage of students participating in evidence-informed health and wellness programs, events, and initiatives who report improved health behaviors
- Demonstrate improvement in student health and wellness as measured by the annual National College Health Assessment
- Students demonstrating improvement in healthy behaviors as evidenced by data inquiry
- Graduation and retention rates of students utilizing campus health services

Goal 4.2 Foster a climate of psychological safety that supports mental health and well-being.

(Student Outcome*: Practical Competence)

(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)

Goal Assessed or Measured by:

- Number of programs delivered that promote a culture of care and reduce stigma on campus
- Percentile ranking and year-to-year comparison of National College Health Assessment, EBI and other national normed surveys
- Compare graduation and retention rates of students utilizing campus mental health services to those students who did not utilize those services

- Goal 4.3 Build and maintain collaborative opportunities with campus partners to increase awareness of health, wellness and fitness.
(Student Outcome*: Practical Competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)
Goal Assessed or Measured by:
- Number of collaborative initiatives promoting health, wellness and fitness on campus
 - Number of campus spaces created to support and invite spontaneous or planned exercise
 - Number of participants in evidence-informed programs
 - Attainment of program recognition
 - Utilization of digital and interactive tools that connect people to health and wellness resources
- Goal 4.4 Provide best-practice programs, services, and initiatives that support safety.
(Student Outcome*: Practical Competence)
(USP: Create curricular and co-curricular programs to engage students outside the classroom and beyond the first academic year.)
Goal Assessed or Measured by:
- Number of safety-related programs offered and number or percentage of campus participants
 - Number of individuals completing safety training
 - Number of new safety initiatives implemented each year

Theme 5 Assessment and Evaluation

- Goal 5.1 Embrace research and evidence-informed knowledge as the foundation for Student Affairs programs, services, and initiatives.
Goal Assessed or Measured by:
- Performance against national/peer group norms (National College Health Survey, EBI Skyfactor Survey, ACHA PSAS, NIRSA, etc.)
- Goal 5.2 Expand capacity to assess and evaluate SA's practices, programs and services.
Goal Assessed or Measured by:
- Number of intentional training programs
 - Correlation of student affairs assessment data to key retention and graduation metrics
 - Number of student affairs assessment-based high-impact practices that increase student engagement

Goal 5.3 Provide intentional assessment training for the Division.

Goal Assessed or Measured by:

- Number of training opportunities
- Number of staff participating in training
- Evaluation of staff's knowledge acquisition and practical competence regarding assessment

*<http://standards.cas.edu/getpdf.cfm?PDF=D87A29DC-D1D6-D014-83AA8667902C480B>