

**University of Nebraska-Lincoln  
Division of Student Affairs**

**2014 – 2019 Strategic Plan**

**MISSION**

We foster social and learning environments that enhance students' lives, preparing them for lifelong success.

**VISION**

We create an environment where students feel they matter.

**CORE VALUES**

The UNL Division of Student Affairs embraces the University of Nebraska-Lincoln Core Values of:

Learning that prepares students for lifetime success and leadership;

Excellence pursued without compromise;

Achievement supported by a climate that celebrates each person's success;

Diversity of ideas and people;

Engagement with academic, business, and civic communities throughout Nebraska and the world;

Research and creative activity that informs teaching, fosters discovery, and contributes to the economic prosperity and our quality of life;

Stewardship of the human, financial, and physical resources committed to our care.

**PREAMBLE**

The University of Nebraska-Lincoln Division of Student Affairs is integral to the University in its dedicated mission to teaching, research, and service. The Division of Student Affairs programs, services, facilities, and dedicated staff complement the University's mission and more specifically, the 2020 target goals related to enrollment, the six-year graduation rate, and research funding. The Division of Student Affairs Strategic Plan is designed not only to be responsive to these institutional strategic indicators but also to matters of national significance.

The Division of Student Affairs Strategic Plan is intended to challenge current ways of thinking and implementation; uniquely identify Divisional priorities; and affirm the commitment of the Division to be an active partner in the life and functions of the University in an ongoing and deliberate manner. This plan is a living document which will adjust to the ever changing culture of our students, University, nation, and global society.

## STRATEGIC INITIATIVE 1

*Foster a campus culture that promotes student leadership, wellness and personal and social responsibility.*

Recognizing that learning occurs both inside and outside the classroom, the UNL Division of Student Affairs is committed to developing a future workforce ready to meet the societal challenges of their generation. More specifically, our programs and services are designed to advance the following skills and abilities among our student population:

- Integrate and apply knowledge gained across curricular and co-curricular experiences.
- Demonstrate the ability to learn, practice and use skills that enable them to live productive and health lives.
- Attain a greater understanding of self, including personal attributes such as identity, self-esteem, confidence, spiritual awareness, personal goal setting and from mature, respectful relationships with others.
- Manage the college experience to achieve academic and personal success.
- Apply civic knowledge, skills, values and motivation to positively impact the quality of their communities.
- Utilize reasoning and reflective skills to guide individual and group actions consistent with their values.
- Understand and appreciate differences, demonstrate the ability to interact and intersect with diverse culture and identities and recognize how their actions influence the world in which they live.

Goal 1. Cultivate a campus climate where social justice and cultural respect are seamlessly integrated in each department within the Division of Student Affairs.

- a) Increase the percentage of first year students and seniors who report having conversations with someone different than themselves from a mean score of 38.2% to 41.3% and 39.1% to 41.8% 2017, respectively. (Difference defined as race/ethnicity, socioeconomic background, religion or political views – 2013 NSSE Survey)

Goal 2. Promote a campus-wide culture grounded in a multi-dimensional model of wellness: physical, environmental, occupational, spiritual, emotional, social and intellectual.

- a) Increase the number of students who report that they actively participate in, help to plan activities or hold a leadership position in activities from 22.3% to 30% by 2017.
- b) Reduce the incidence and prevalence of dangerous drinking among UNL students 18-24 years of age by 33%.
- c) Increase the number of students who self-report a sense of social and emotional well-being by 5% from baseline.
  - i. Administer the flourishing scale to a random sample of UNL students by September 2016.

- ii. Develop and implement a multimedia campaign designed to increase student awareness of mental health services on the UNL campus.
- iii. Develop and institutionalize a Behavioral Intervention Team to respond to the expanding number of serious student mental health concerns.
- iv. Develop a suicide response system that includes, but is not limited to, training faculty, staff, and students to recognize students in distress and identifying appropriate referral resources.

## *STRATEGIC INITIATIVE 2*

*Establish a transparent system of accountability that advances opportunities for continuous improvement*

The Student Affairs Assessment Council facilitates outcomes-based assessment of student learning, development and programmatic outcomes in order to enhance the collegiate and educational experiences outside the classroom. Responsible for providing a forum for discussion of assessment issues, as well as for recommendation of assessment practices and professional development opportunities, the Council supports a culture of student learning and development from which will naturally arise a culture of assessment that is staff-driven and divisionally supported. The Council will focus on the following activities:

- Outcome assessment and assessment student out-of-classroom learning, with particular attention to Divisional and Departmental contributions to the University mission, the mission of the Division, as well as the missions of individual departments.
- Collect, analyze and summarize data necessary for departmental program reviews.
- Provide professional development opportunities related to assessment and program evaluation for staff in the Division.
- Measure the impact of our work in Student Affairs, both individually and collectively.
- Review department annual assessment plans and reports and provides feedback to enable continued improvement.
- Facilitate sharing of assessment strategies and ways to improve student learning in departments and programs within Student Affairs.

Goal 1. Utilize division-wide and departmental assessment data to improve existing programs and services, respond more quickly to student needs, and/or eliminate as necessary.

- a.) On a scale from 1 to 5 (5 = assessment expert and 1 = assessment beginner), increase the self-reported mean score of Student Affairs staff assessment (gathering, analyzing or interpreting data) skills from 2.8 to 4.
  - i. Pilot the Assessment Professional Development Series developed by the Student Affairs Assessment Council.
- b.) Increase the average department survey response rates by 10%.
  - i. Increase the variety of methods used to collect assessment data.

- c.) Develop and implement a system for tagging cohorts of students affiliated with Student Affairs programs and services in the student information system for the purposes of tracking retention and graduation rates.
- d.) Develop a process for regularly reporting department and/or program assessment results.

### *STRATEGIC INITIATIVE 3*

*Secure and manage the human, financial and physical resources necessary to support our mission.*

The needs of our student population are ever changing. It is critical that our students and staff have access to 21<sup>st</sup> century facilities e.g. housing, recreation, health, programming and service, which meet the needs of those we serve. To remain competitive, facilities supported by the Division must be comparable to benchmark institutions.

We are committed to attracting and hiring the most qualified, creative and committed staff to ensure quality programs and services that contribute to retaining and graduating a study body. Once hired, we must advocate for, and invest in, a diverse workforce confident that the return on investment will pay dividends for current and future students. This is especially important in a dynamic federal and state policy environment bringing to campus new measures such as ADA and Title IX compliance. Staff must be adequately trained to respond to the needs of students while meeting the intent of the law.

- Goal 1. Continue development and project management of major new and proposed construction and renovation projects in such a manner as to ensure successful completion on time and within budget.
- a.) Increase the percentage of students who strongly agree or somewhat agree that they would recommend Campus Recreation facilities, programs and services to others from 86% to 91% by 2017.
  - b.) Increase the percentage of returning students surveyed who report that Campus Recreation is an important or very important factor in remaining at UNL from 39% to 43% by May 2017.
  - c.) Increase the percentage of students surveyed who report that Campus Recreation was an important or very important factor in choosing UNL from 26% to 34% by May 2017.
  - d.) Increase the percentage of students surveyed who report they are satisfied or very satisfied with NE Union facilities from 88% to 91% by May 2019.
  - e.) Increase the percentage of first-year students surveyed who report that the NE Union was an important or very important factor in choosing UNL from 40% to 78% by May 2019.
  - f.) Increase the percentage of students surveyed who report that living in the residence halls has positively impacted their decision to return to UN-L from 83% to 86% in 2017.

- g.) Increase the percentage of students surveyed who report that they are satisfied or very satisfied with their residence hall experience from 90% to 93% in 2017.
- Goal 2. Explore creative new sources of revenue to enhance the quality of programs, services and facilities necessary to retain and graduate current and future students.
  - a.) Increase the amount of foundation gifts available to support Student Affairs priorities.
- Goal 3. Develop, implement and institutionalize a transparent, accountable and educational system that meets the intent of the Campus Sexual Violence Elimination Act.
  - a) By 2017, increase by 25% from baseline the percentage of students who report that they strongly agree or agree that it is their responsibility to intervene when they notice a problematic situation such as acute alcohol intoxication, students at risk for sexual violence or harassment.
- Goal 4. Support a collegial environment that attracts exceptional employees, values holistic wellness, affords personal and professional growth opportunities, and ensures retention of an excellent workforce.
  - a) Increase the number of individuals from underrepresented populations who apply for positions within the Division of Student Affairs.
  - b) Increase the number of individuals from underrepresented populations employed within the Division of Student Affairs.
  - c) Increase the percentage of permanent employees surveyed who report that they matter at UNL by 10% from baseline (TBD - Personal/Professional Development Survey).
    - i. Develop and implement an extended new employee orientation program.
  - d) Increase the number of student employees who are able to connect their job with their academic coursework by 10% from baseline (TBD – Iowa Grow Student Employee Survey).
    - i. Develop and pilot a student employee learning outcome program similar to Iowa Grow (IOWA GROW® is focused on making student employment a "high-impact activity" - one that requires students to reflect on their learning and connect their learning within and beyond the classroom).

#### *STRATEGIC INITIATIVE 4*

*Communicate the educational value of engagement outside the classroom and construct a common Student Affairs identity.*

As prospective students, parents, public officials and others debate the changing role of higher education for the future, it is important for the Division to communicate its role in creating learning and living conditions that contribute to student success. Our facilities, programs and services are as unique as our individual purpose statements but the principles of good practice remain central to our work and unify our diversity. We seek to better educate the campus community about our mission and purpose by creating a uniform identity that clearly conveys our commitment to high-quality programming and facilitates connections between students and the services that they want and need.

- Goal 1. Present unified data to clarify the role of Student Affairs in building the optimal academic environment.
- a) Create a Student Affairs Assessment Report to share with campus administrators, leaders and other key constituents.
  - b) Regularly share reports highlighting assessment outcomes or decisions made based on assessment data in Student Affairs.
  - c) Develop an informal survey mechanism to gauge students' knowledge and recognition of Student Affairs as a division and the departments within.
- Goal 2. Achieve 100% brand adoption of the Student Affairs lockup and/or tagline on print and web materials by May 2017.
- a) Audit of online websites in Summer 2016, Fall 2016.
  - b) Review of print fliers/handouts in Fall 2016, Spring 2017.
- Goal 3. Increase the relevancy of all electronic newsletters and communications sent by Student Affairs departments.
- a) Establish baseline statistics to track the open and click rates for electronic newsletter communications from the division by Fall 2017.
- Goal 4. Ensure all entities within Student Affairs present an inclusive environment to students through communication and marketing efforts at the University of Nebraska-Lincoln.
- a) Set up an annual review of Student Affairs marketing materials as they relate to diversity and inclusion to instill continuous improvement toward inclusion.