

**University of Connecticut  
Division of Student Affairs  
Strategic Plan 2016 – 2020**

The Strategic Plan 2016 – 2020, articulates foundational planning components and a set of priorities that guide the Division's work and resource allocation to deliver on mission and support broader institutional priorities and values. The core of the plan is defined by a set of Strategic Themes and Strategic Objectives. Strategic Themes provide the broad priority areas in which the Division must perform well. Strategic Objectives provide focus for continual improvement efforts that articulate the Division's strategy to deliver on mission, create and add value to stakeholders and support institutional priorities.

Strategic Objectives are achieved through the on-going identification, implementation and management of initiatives at the division and at the department level. These initiatives establish an evolving portfolio of projects that are reviewed and renewed on an annual basis.

**Mission**

The Division of Student Affairs supports the educational mission of the University and enables student success through services, programs and experiences that extend learning, support health and wellness, and enhance personal development. The Division fosters an inclusive community, student engagement and active and responsible citizenship.

**Guiding Values**

- Excellence
- Ethical Action
- Inclusiveness
- Initiative & Innovation
- Student Centered

**Strategic Themes & Objectives**

***Student Health and Well-being***

Strategic Results: Students are emotionally, mentally and physically healthy, make responsible choices, and take responsibility for both their own safety and well-being and that of the community.

Objectives

- Enhance psychological well-being and healthy functioning of students
- Enhance student safety

***Diversity***

Strategic Results: With access to the Division's diverse staff, programs and services, students will learn to respect, navigate and thrive in a diverse environment.

## Objectives

- Enhance programs and services that promote diversity and student development
- Recruit and retain a diverse staff
- Enhance staff skills and knowledge to serve an increasingly diverse student body

### ***Student Engagement***

Strategic Results: Students feel connected to the UConn community, persist to graduation, and develop as citizens and leaders to their future communities.

## Objectives

- Increase capacity to support student involvement in programs and activities that support educational and personal development
- Increase learning opportunities in activities that directly support priorities of the Academic Plan, including those related to leadership, diversity, community outreach, and global citizenship
- Enhance students' residential experience
- Optimize portfolio of facilities which support student success

### ***Welcoming and Inclusive Community***

Strategic Results: Students feel welcome and have access and opportunity to engage with a community that is inclusive of all forms of diversity and appreciates multiple voices and perspectives.

## Objectives

- Enhance experiences that bond students to the University and support traditions
- Enhance the experience of entering undergraduate students
- Enhance inclusiveness of services and programs

### ***Organizational Effectiveness***

Strategic Results: Programs and services and are aligned with the Division's strategic plan and mission and continually improve within a culture of assessment and best practice.

## Objectives

- Promote a culture of assessment
- Optimize resources

Division of Student Affairs Strategic Plan – Current Division-level Initiatives

Strategic Theme	Strategic Objectives	First-round Strategic Initiatives (Fall 2015 – Spring 2017)
<b>Student Health and Well-being</b>		
<p><i>Strategic Results: Students are emotionally, mentally and physically healthy, make responsible choices, and take responsibility for both their own safety and well-being and that of the community</i></p>	<p>Enhance psychological well-being and healthy functioning of students</p>	<ul style="list-style-type: none"> <li>• Construct a new Student Recreation Center</li> <li>• Increase staffing in Counseling and Mental Health Services</li> <li>• Provide annual resources for the on-going training and development of the Student Care Team</li> <li>• Expand on campus availability of sexual assault response services for victims of sexual assault</li> <li>• Construct a new Student Health Services facility</li> <li>• Develop prospective Recreation Center staffing &amp; operating budget model</li> </ul>
	<p>Enhance student safety</p>	<ul style="list-style-type: none"> <li>• Develop and implement a mandatory on-line sexual assault education/prevention program</li> <li>• Develop and implement a Bystander Training initiative for incoming and upper division students</li> <li>• Develop and implement a multi-year social and print media campaign to cultivate a sense of pride and reflect the shared aspirations of the UConn community</li> <li>• Increase staffing in Community Standards</li> </ul>

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Strategic Theme	Strategic Objectives	First-round Strategic Initiatives (Fall 2015 – Spring 2017)
<b>Diversity</b>		
<p><i>Strategic Results: With access to the Division’s diverse staff, programs and services, students will learn to respect, navigate and thrive in a diverse environment</i></p>	<p>Enhance programs and services that promote diversity and student development</p>	<ul style="list-style-type: none"> <li>• Develop a Division of Student Affairs Diversity Statement and incorporate it into divisional website</li> <li>• Form a Division of Student Affairs committee to recommend expansion of diversity programming</li> <li>• Increase staffing of Disability Services to meet compliance and accessibility obligations</li> </ul>
	<p>Recruit and retain a diverse staff</p>	<ul style="list-style-type: none"> <li>• Review staffing data to understand current diversity and support new recruitment and retention proposals</li> <li>• Review and revise current search and recruitment processes</li> </ul>
	<p>Enhance staff skills and knowledge to serve an increasingly diverse student body</p>	<ul style="list-style-type: none"> <li>• Require staff to develop goals related to enhancing one’s knowledge or demonstrated commitment to issues of diversity</li> <li>• Identify new resources to advance student affairs learning and development goals</li> </ul>

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<p><b>Student Engagement</b></p>		
<p><i>Strategic Results: Students feel connected to the UConn community, persist to graduation, and develop as citizens and leaders to their future communities</i></p>	<p>Increase capacity to support student involvement in programs and activities that support educational and personal development</p>	<ul style="list-style-type: none"> <li>• Establish a division-wide programming committee with dedicated funding source</li> <li>• Implement full adoption of Collegiate Link as divisional engagement platform and database</li> <li>• Develop a process to increase opportunities for students to serve on department and division committees and task forces</li> </ul>
	<p>Increase learning opportunities in activities that directly support priorities of the Academic Plan, including those related to leadership, diversity, community outreach, and global citizenship</p>	<ul style="list-style-type: none"> <li>• Develop ongoing professional development activities that increase staff members’ capacity to promote student engagement and learning</li> <li>• Establish a division-wide committee to explore and identify appropriate enhancements to co-curricular programming that supports priorities of the Academic Plan</li> </ul>
	<p>Enhance students’ residential experience</p>	<ul style="list-style-type: none"> <li>• Partner with academic affairs to enhance and expand Learning Communities</li> <li>• Increase housing opportunities for graduate and undergraduate students</li> <li>• Construct a new STEM Living Learning Residence Hall</li> </ul>
	<p>Optimize portfolio of facilities which support student success</p>	<ul style="list-style-type: none"> <li>• Evaluate student space usage in the residence halls</li> <li>• Develop and extend process to define priorities to upgrade and renovate divisional physical assets to meet student needs</li> </ul>

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<b>Welcoming and Inclusive Community</b>		
<i>Strategic Results: Students feel welcome and have access and opportunity to engage with a community that is inclusive of all forms of diversity and appreciates multiple voices and perspectives</i>	Enhance experiences that bond students to the University and support traditions	<ul style="list-style-type: none"> <li>• Partner with Alumni Affairs and USG to explore programming designed to create traditions</li> </ul>
	Enhance the experience of entering undergraduate students	<ul style="list-style-type: none"> <li>• Partner with Global Affairs to enhance the experience of international students</li> <li>• Explore and Identify needs of incoming students</li> </ul>
	Enhance inclusiveness of services and programs	<ul style="list-style-type: none"> <li>• Conduct review of Week of Welcome and Student Affairs' New Student Orientation programming to assess degree to which it is welcoming and inclusive to diverse populations</li> <li>• Require departments to identify, enhance or establish appropriate services to welcome and include UConn students</li> </ul>

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<b>Organizational Effectiveness</b>		
<p><i>Strategic Results: Programs and services and are aligned with the Division’s strategic plan and mission and continually improve within a culture of assessment and best practice</i></p>	<p>Promote a culture of assessment</p>	<ul style="list-style-type: none"> <li>• Form a Division-wide assessment committee</li> <li>• Develop standard cycle and schedule of unit reviews</li> <li>• Refine metrics to align with new strategic plan and provide strategic performance data</li> <li>• Establish an assessment presence on Division website</li> </ul>
	<p>Optimize resources</p>	<ul style="list-style-type: none"> <li>• Partner with the Foundation to establish a Parent Fund and Parent Fund Council</li> <li>• Identify areas of need and interest to extend and enhance communication with internal and external constituents</li> <li>• Advocate for a process for space assessment and allocation with PAES</li> <li>• Implement practice of aligning increased fundraising dollars to support strategic objectives</li> <li>• Initiate strategy to grow GUF and to align increased funds to support strategic objectives</li> </ul>