

# **Student Affairs Five - Year Plan**

## **Executive Summary**

The Student Affairs Division Five-Year Plan was developed after review of the University's 2010-2015 Academic Plan, is inclusive of feedback from our last NEASC report and takes into consideration all elements of our last three-year plan. The Plan focuses on two priorities defined in the Academic Plan: Retention and Equity. The third priority, Communication and Technology is focused on addressing issues identified by the NEASC Accreditation Team which stated "there are a lot of programs and activities for URI students, but no one knows about them."

The strategies for addressing issues of diversity and equity, as well as retention, are a continuation of efforts defined in our 2006-09 Plan as well as new efforts developed by division staff's review of the Academic Plan. The Student Affairs Plan focuses on maintaining and developing new partnerships with our Academic Affairs colleagues, improve use of technology to more effectively communicate with students and improving the quality of life for students, focusing on building community.

## **General Overview**

The Division of Student Affairs has responsibility for the following offices: The Auxiliaries (Housing and Residential Life, Dining Services, Health Services, Bookstore, Memorial Union and Student Involvement), Student Life (Dean of Students), Talent Development, Career Services, Counseling Center, Conference Services, Recreational Services and Intercollegiate Athletics (dotted line relationship). The Division includes the Women's Center, GLBT Center and Multicultural Center.

The auxiliary budgets total over 74 million dollars. The general fund support is anticipated to be 4.3 million dollars for fiscal year 2011. Auxiliaries pay over 4.2 million dollars to the University annually in indirect (overhead) costs. Auxiliaries also pay other costs (positions) that are also supported by the general fund.

## **VISION STATEMENT FOR STUDENT AFFAIRS**

We will be the unmatched force in creating an inclusive  
Community, passionate about learning, discovery, service, and  
leadership where every student will say,

*“You cared. You helped. I was inspired to succeed.”*

## **DIVISION OF STUDENT AFFAIRS MISSION STATEMENT**

The Division of Student Affairs fosters students’ individual and  
interpersonal development, contributing to their success as learners  
both in and out of the classroom by:

- *Creating* a diverse, safe, and supportive community;
- *Empowering* students to become effective citizens and leaders;
  - *Celebrating* achievements and independence.

## **STUDENT AFFAIRS VALUES**

We are Student-Centered, and we value:

- DIVERSITY & INCLUSION
  - COLLABORATION
    - ETHICS
    - EXCELLENCE
- LEARNING & TEACHING

## **ACADEMIC PLAN GOAL:**

Implement a contemporary model of active and collaborative learning and achievement that prepares students for the rapidly changing 21<sup>st</sup> century.

### **Student Affairs Goal 1**

Create a greater number of internships and develop these within each department of the Division.

Metric – Internships will increase by 20% over the course of this plan. Students participating in internships will increase by 20% over the course of the plan.

Strategies

- Determine the number and evaluate current internships.
- Enhance Career Services budget and staff to levels of benchmarked institutions.
- Articulate a set of guiding principles for each internship.
- Model after Athletic Internship (PINK OUT).
- Integrate a multicultural learning/development aspect in each internship.
- Collaborate with Career Services and Office of Internships to prepare students for internships and co-op education opportunities.
- Evaluate and rethink student employment internship structure.
- Tie to learning outcome assessment and co-curricular transcripts.
- Each Student Affairs Department will team with faculty/Academic departments on internship and/or co-curricular initiatives.
- Appoint a Division Task Force to coordinate, serve as a resource and to collaborate with interested colleagues.

## **Student Affairs Goal 2**

Expand the number of Living Learning and Campus Theme Communities that enhance faculty-student interaction outside the traditional classroom and the quality of the student experience in their learning communities.

Metrics – Living Learning Communities will expand by 5 over the course of this plan; number of students participating will increase by 300 over the course of the plan; positive trend in NSSE related data relative to this goal on the learning experience.

### Strategies

- Partner with Academic colleges to identify new Living Learning Communities.
- Address issues of social justice by partnering with interested student groups and Academic colleagues.
- Address the issue and Academic goal of a global citizenry, by establishing a global-international Living Learning Community.

## **ACADEMIC PLAN GOAL**

Enhance Academic quality and value through focused efforts in enrollment planning and strategic teaching and research investments in areas of potential excellence.

## **Student Affairs Goal 3**

In partnership with our Academic colleagues, develop programs and spaces that promote and encourage faculty-student interaction outside the traditional classroom.

Metric – The National Survey of Student Engagement (NSSE) indicator and related surveys show improvement over the course of this plan.

### Strategy

- Appoint a Division-wide task force to develop this program with involvement from our Academic colleagues.
- Dining Services provides food and space that encourages interaction.
- Intercollegiate Athletics promotes faculty-student attendance at specific events.
- Diversity Week planning committee expands faculty membership.

- Housing and Residential Life promotes faculty involvement in specific in-hall programming and in Living Learning Communities.
- Budget is identified to support faculty-student interaction.
- Develop specific spaces throughout the Student Affairs facilities that promote this interaction.

### **ACADEMIC PLAN GOAL**

Ensure students and faculty have the knowledge and experiences to function as responsible and inquisitive global citizens.

#### **Student Affairs Goal 4**

Increase interaction between International Student Groups and Majority Student Groups.

Metrics: Program established, interaction increases; Campus Climate Survey indicates improvement; number of bias related incidents are reduced.

Strategies:

- Budget availability for joint programming is being developed.
- Initiate programs with student leadership and assign student staff.

### **ACADEMIC PLAN GOAL – INSTITUTIONAL EFFECTIVENESS**

Improve institutional effectiveness, academic quality, accountability and performance.

#### **Student Affairs Goal 5**

Enhance the student experience so that it positively impacts student persistence and retention.

Metric: Retention will improve over the course of this plan.

Strategies:

Clubs and organizations

- Develop an affiliate member program for clubs and organizations that involve Student Affairs staff and faculty.
- Collaborate with Student Senate.

### Career Services (Career Development)

- Increase resources to focus on undergraduate students including undeclared students and students wanting admission to impacted programs.

### Culture of Care

- Develop a retention website for student, staff, faculty and families that would include professional development information, contact information and learning opportunities.

### “Nothing to do”

- Engage student leadership in addressing the issue that there is nothing to do on weekends.
- Develop appropriate programs and target resources to address this problem.
- Work toward developing a Central Calendar of all programs and activities.

### Measure Success

- Develop measurements and techniques that we would be able to use to improve, adapt and advocate for resources.

### Celebrate Excellence in Retention

- Establish rewards for faculty and staff for exceptional retention efforts.

### Facilities

- Develop a statement of justification and plan for a new natatorium and renovation of Tootell.
- Replace Mackal Floor.
- Complete construction of building and climbing wall at the student leadership challenge course.
- Develop outdoor recreation space for volleyball and basketball
- Complete the renovation of Roger Williams Commons and the conversion to the new student fitness center.
- Open the new Hillside Residence Hall.

- Complete the plan for the renovation of the 1100 Roger Williams bed complex residence halls.
- Develop Tibbitt's property for intramural, recreation, club sport space.

We must better define values and return on investment for students and their families.

- Examine and make recommendations regarding student employment; post all jobs on RhodyNet, increase student employee engagement and sense of connection, establish an Academic-Student Affairs team focusing on connecting work-study awards with jobs earlier in the students' Academic career.
- The Vice President for Student Affairs will appoint an existing staff member who will serve as the point person for Division-wide retention efforts. This individual will work with specific division departments, develop plans and monitor progress.

### **Student Affairs Goal 6:**

Students utilize technology and are well informed of programs, services and events through the Divisions advanced use of technology.

Metric: Student knowledge of programs and events will improve as well as their participation in these offerings.

Strategies:

- Expand options to provide greater access to students without personal computers.
- Utilize a variety of technologies to communicate with student including mobile "smart devices".
- Develop all Division websites to underscore key strategic messages in a consistent manner.
- Develop student resource personnel to meet goals.
- Identify new technology to improve communication including: electronic signage and web-based software that allows students to use email, face book, blogs, twitter, etc. on one platform.
- Vice President supports Division-wide Technology Committee.
- Develop appropriate interfaces with Student Affairs units to take advantage of PeopleSoft.

## **ACADEMIC AFFAIRS GOAL**

Ensure a Campus Climate that celebrates differences and creates a rich environment.

### **Student Affairs Goal 7**

Optimize collaboration toward developing a culture that embodies equity and celebrates multiculturalism and inclusion.

Metrics: Campus Climate Survey indicates improvement; number of bias related incidents decrease.

Strategies:

- Create opportunities for majority and minority student organizations to interact with each other. Make resources available for co-sponsorships.
- Improve the climate for enhanced support of GLBT students, develop an honors colloquium, expand/relocate current center, and improve cultural GLBT competence.
- Expand services and opportunities that support veterans.
- Develop professional development programs within the Student Affairs Division that address issues of cultural competence and inclusion and appoint a Division Professional Development Committee.
- Measure Campus Climate; compare with 2004, 2007 surveys.
- Continue to support and challenge the Student Affairs Diversity Committee to provide leadership and recommendations in this area.
- Develop new rituals and traditions and re-establish old rituals and traditions using Cornerstones as a focus.
- Use Cornerstones: during First Night, Orientation, Open Community Gatherings, Cornerstones banner, Welcome Days, HRL Move-in, URI Home Page.
- Compile list of University resources where concerns and complaints can be addressed in cooperation with the Bias Response Team.
- Benchmark other universities and programs – develop poster, bookmarks, etc. that use Cornerstones, address diversity, equity and inclusion.
- Develop and use all communication vehicles to include messages of diversity, equity and inclusion (electronic kiosks, television, quadrangles, banners, etc.).
- Use diversity website for event postings.

- Advise, mentor and initiate partnerships with the Student Equity Council to sustain student involvement.
- Display diverse art, magazines posters, etc. in lounge areas in all Student Affairs facilities.
- Audit all Student Affairs facilities to determine sensitivity to diversity.
- Expand programs built on other successful models; Rose Butler Brown, Student Leadership Program, Changing the Culture, etc. and seek out new grant funding resources.
- Continue to focus on increasing the number of Student Affairs staff from underrepresented groups.

### **Next Step – Departmental Plans**

Develop departmental plans to support the Division Plan as well as the Academic Plan and develop appropriate evaluation tools.