



Division of Student Services

STRATEGIC PLAN

2013-2018

The mission of the Division of Student Services is to challenge, support, and encourage our students by providing innovative services, programs, facilities, and resources in order to maximize the collegiate experience.



UNIVERSITY OF
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STUDENT SERVICES

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I. STRATEGIC PLANNING PROCESS

Beginning in December of 2012, the Division of Student Services at the University of Central Arkansas (UCA) underwent a systematic and thoughtful process of reevaluating its mission and identifying its most important Goals and Priorities. This process led to the creation of the Student Services five year Strategic Plan for 2013 – 2018.

A. DIVISION INTRODUCTION

The Division of Student Services and Institutional Diversity is comprised of 16 departments, three auxiliary service areas, six facilities, and 90 personnel. The various co-curricular programs, services, and facilities provided through the Division are responsible for both the support of in-class academic success, and for providing out-of-class opportunities for direct student learning.

The Division is led by Vice President Ronnie Williams, with support from a six-member Division Management Team. This team is charged with assisting in the guidance of division policies, practices, and procedures. Each department is led by a director and tasked with its own mission and core services, designed to support the overall goals of the division and university.

Departments include: Campus Recreation, Career Services, Counseling Services, Dean of Students, Disability Support Services, Diversity and Community, Division Strategy and Assessment, Health Clinic, New Student Programs, Radio Station, Student Activities, Student Center, Student Life, Student Wellness and Development, and University Training.

B. PLAN DEVELOPMENT

1. Annual Retreat

The foundation for the Division's increased emphasis on planning and assessment began with the division-wide Annual Retreat in December of 2012. Working in small groups, the staff was led through exercises to identify fundamental characteristics of the everyday work of Student Services. From that, materialized ten draft mission statements and a substantial list of prospective Core Values. Following the retreat an all-volunteer committee thoroughly reviewed the findings to formulate a new division Vision, Mission, and Core Values reflecting a unified division voice.

- The Annual Division Planning Retreat has become a standing practice, taking place at the end of each academic year in May. All 90 staff members attend the full-day workshop, which now includes professional development speakers and multiple input gathering exercises. The most recent took place in May 2016.

2. Online Survey

During the spring of 2013, the new Vision, Mission, and Core Values were then used to develop

and administer an online survey. The survey, sent to all Student Services employees, sought feedback on the strengths, weaknesses, opportunities and threats to the Division's mission. It also asked respondents to rank, in order of priority, the suggested division-level goals. With input from 80% of the division staff, the results were a reflective of the shared staff perspective.

- Originating from this first online survey, an expanded Annual Activity Survey has been conducted each December and/or June. This survey has become a tool for both gathering input for planning but also to collect data used in the division-wide assessment and reporting practices. The most recent was administered in June 2016.

3. Staff Forums

Following the initial survey, four individual staff forums were scheduled and facilitated by the Office of Division Strategy, as follow-up to the online survey. These forums were to incorporate staff input and to pinpoint the Division's most important priorities. Using a “dot-sticker exercise,” attendees were asked to narrow the potential Division goals and to express opinions regarding objectives to attain the priorities.

4. Assessment Team

The Assessment Team, a division-wide committee on assessment, was organized under the moniker the Assessment Team (A-Team). The A-Team is comprised of practitioners from different backgrounds and experiences, representing a wide variety of departments. Staff members are selected by the Division Management Team to represent each of their areas of oversight and are asked to serve a two-year term with the understanding that they will be engaged and take an active role in assessment activities. The team assists the Department of Division Strategy in guiding how both planning and assessment are practiced within Student Services.

The staff membership from the Office of Division Strategy and Assessment serve as permanent members. When the need arises, faculty and staff from outside the division are invited to serve as ad-hoc members to provide special insight and assistance.

5. Office of Division Strategy and Assessment

Preparation began in the fall of 2012 for the creation of a new department dedicated to advancing a culture of strategic planning and assessment within the Division of Student Services. This office was envisioned as an opportunity for investment in the future of our division and charged with matching the university-wide emphasis placed on informed decision-making.

Existing division positions and resources were realigned to create this new department without an additional funding. Over the next semester an outline of support structure, positions description, responsibilities, core services (goals), and timeline for implementation were finalized. In the spring of 2013 the newest student services department began work with responsible for fostering a culture of informed decision-making, strategic planning, and assessment within the division.

II. THE STRATEGIC PLAN

The Division Strategic Plan for 2013-2018 is comprised of Foundational Documents, five Division Pillars (Goals) and Objectives, and four Strategic Priorities.

A. FOUNDATIONAL DOCUMENTS

1. Vision Statement

The Vision Statement expresses the Division's aspirations.

The vision of the Division of Student Services is to foster holistic student growth by offering exemplary service and support resulting in responsible citizens of a global community.

2. Mission Statement

The Mission Statement articulates what the Division currently does.

The mission of the Division of Student Services is to challenge, support, and encourage our students by providing innovative services, programs, facilities, and resources in order to maximize the collegiate experience

3. Core Values

The Core Values are the Division's guiding standards while pursuing its vision and mission.

Integrity

Excellence in Service

Holistic Development

Embracing Diversity

Innovation

B. DIVISION PILLARS (GOALS) AND OUTCOMES 2013-2018

The Division of Student Services Pillars identify the five primary goals for the work done by the division in support of the Division and University Missions.

Campus and Community Engagement

Scholarship and Life-long Learning

Diversity and Global Appreciation

Leadership Development

Personal Health and Wellbeing

Campus and Community Engagement:

The Division of Student Services will provide avenues for students to experience the value of service and develop into engaged citizens.

- Produce and support student involvement in co-curricular experiences that develop a sense of belonging and affinity for the university.
- Maintain outstanding facilities to house and support co-curricular activities that enrich the collegiate experience.
- Ensure that all departments intentionally foster student development of character, integrity, and responsibility.
- Facilitate ample opportunity for students to demonstrate active contribution of service to various programs and organizations.

Scholarships and Life-long Learning:

The Division of Student Services will offer students the opportunities to acquire knowledge and the capability to think creatively and constructively in pursuit of life-long learning.

- Facilitate integration into their role as a university student and the resulting responsibility for their own learning experience.
- Provide resources and support for students in pursuit of their creative endeavors and completion of their academic program.
- Continue intentional collaborative opportunities across the university to incorporate academic achievement and practical experience. i.e. Internal and External Internships, Graduate Assistantships, Practicum Sites, Capstone Experiences, and Work Study Employment

Diversity and Global Appreciation:

The Division of Student Services is committed to fostering a culture of educated appreciation, understanding, and respect for all aspects of diversity in a global community.

- Offer students educational and cultural programming to increase awareness and to create an inclusive campus community.
- Provide students with avenues to interact and share experiences with members of a diverse global society.
- Build a shared commitment to appreciation for diversity in division programs and initiatives.
- Generate an increase in the percentage of students who feel included and respected as a member of the university community.

Leadership Development:

The Division of Student Services will provide students with experiential learning opportunities to discover their strengths and develop the interpersonal skills needed to lead and empower others.

- Provide decentralized leadership development opportunities across the division, which challenge students to build the skills and abilities necessary to impact others in an array of circumstances and settings.
- Empower students to develop the skills needed to be leaders in the UCA community and beyond.
- Equip students with the knowledge and ability to adapt to a variety of leadership theories, styles, models, and applications.
- Challenge students to think critically, engage in dialogue, and debate issues.

Personal Health and Wellbeing:

The Division of Student Services is committed to the comprehensive physical and mental wellbeing of our students by providing the foundation to sustain a balanced lifestyle.

- Provide support for student engagement in activities that promote wellbeing, including use of available fitness, medical, and behavioral health services.
- Maintain exceptional facilities in the support student physical, mental, and emotional wellbeing.
- Offer educational and safe-alternative programming to provide students with the ability to make healthy lifestyle decisions and enjoy physical, mental, and emotional health.
- Promote healthy coping mechanisms for dealing with responsibility and stress.

C. STRATEGIC PRIORITIES

The Strategic Priorities frame the four areas the division will target with increased emphasis during the five years of this plan.

Student Retention (SR)

Institutional Diversity (ID)

Resources & Facilities (RF)

Organizational and Operational Effectiveness (OE)

The Division of Student Services Strategic Priorities serves as a guide for future planning and decision-making. These priorities are documented in this attached matrix, with supporting objectives providing clear direction for each priority, while the stated performance strategies detail criteria needed for success. Each strategy has a timeline, expected completion date and identify who is ultimately the responsible party to oversee successful performance and completion.

For simplification the following tags and abbreviations are used:

- Objectives are tagged according to the appropriate priority and are numbered but not ranked; i.e. SR 1
- The strategies, their timeline and responsible party are coded back to the priority and objective; i.e. SR 1.1, SR 1.2, SR 2.2

Unless otherwise stated, the Responsible Party is listed as abbreviations:

- VP = Vice President
- DMT = Division Management Team
- AVP for ID = Associate Vice President for Institutional Diversity
- Dir. for DI = Director for Diversity Initiatives
- Dir. of CD = Director of Community and Diversity
- Dept. DS = Department of Division Strategy
- DDs = Department Directors
- TBD = To Be Determined

Our Strategic Priorities outline student learning and success as a primary outcome of our work. Continuous strengthening of our partnerships with faculty, academic affairs, parents, alumni, community members and every student remains critical to the realization of our strategic plan as a division.

STUDENT RETENTION (SR)

The Division of Student Services is dedicated to advancing the university's retention efforts by generating student engagement in co-curricular experiences that develop affinity and a sense of belonging to the university community.

Objectives	Strategies	Timeline	Responsible Party
SR 1 - Increase awareness of existing services offered and understanding of the significant role student engagement plays in retention.	SR 1.1 - Improve and increase division-level marketing materials and online resources for students, parents, faculty, staff, and the community.	SR 1.1 - By 8/1/13	SR 1.1 - Dept. DS Complete
	SR 1.2 - Measure the number and percentage of students participating in student organizations, recreational sports opportunities and division activities.	SR 1.2 - By 7/1/14	SR 1.2 - DDs Complete
	SR 1.3 - Utilize participation data to aid in promotion of student awareness and to foster increased participation in student services.	SR 1.3 - Ongoing	SR 1.3 - All Division Staff Ongoing
	SR 1.4 - Measure graduate rates for certain student groups (Identified by the Retention Committee) engaged with student services.	SR 1.4 - By 7/1/14	SR 1.4 - DDs Complete
SR 2 - Identify and implement new retention initiatives and strategies to align with the university-wide emphasis.	SR 2.1 - Establish division Retention Committee with representation on university-wide retention committee.	SR 2.1 - By 12/1/13	SR 2.1 - VP Complete
	SR 2.2 - Be an engaged and willing partner in university wide initiatives. i.e. Mapworks	SR 2.2 - Ongoing	SR 2.2 - Retention Committee Staff Complete
	SR 2.3 - Leverage existing assessment data (NSSE, CORE, etc) on student engagement in campus life and how this involvement affects retention, to continually improve services.	SR 2.3 - Ongoing	SR 2.3 - All Division Staff Ongoing
SR 3 - Strengthen partnerships with Academic Affairs.	SR 3.1 - Measure current intentional collaborations with Academic Affairs. i.e. Internships, Co-Sponsored Events, Joint Initiatives.	SR 3.1 - By 7/1/14	SR 3.1 - DDs Ongoing
	SR 3.2 - Increase intentional opportunities to expand collaborations with Academic Affairs.	SR 3.2 - By 7/1/15	SR 3.2 - DDs Ongoing
SR 4 - Better utilize assessment results to expand the role of Student Services in student learning and development.	SR 4.1 - Develop department-level assessment and continuous improvement plans to utilize student-learning outcomes to guide services offered.	SR 4.1 - By 7/1/13	SR 4.1 - DDs & Dept. DS Complete

Abbreviations: Vice President = VP, AVP for ID = Associate Vice President for Institutional Diversity, Dir. for DI = Director for Diversity Initiatives, Dir. for CD = Director of Community and Diversity, Division Management Team = DMT, Department of Division Strategy = Dept. DS, Department Directors = DDs

INSTITUTIONAL DIVERSITY (ID)

The Division of Student Services is responsible for a clear and definitive emphasis on institutional diversity by cultivating an inclusive campus community.

Objectives	Strategies	Timeline	Responsible Party
ID 1 - Build a shared commitment to an appreciation of diversity in all Division programs and initiatives.	ID 1.1 - Develop division-level outcomes related to diversity.	ID 1.1 - By 5/30/13	Complete DS
	ID 1.2 - Measure student engagement in diversity programs, document how this affects understanding and appreciation.	ID 1.2 - Ongoing	Ongoing ID 1.2 - AVP for ID, Dir. for DI & DTS
	ID 1.3 - Review annually student demographics statistics and trends for short and long-term planning and programming.	ID 1.3 - 5/1/14	Complete ID 1.3 - Dir. for ID & Dept. of Student Services
ID 2 - Foster inclusion of diversity education and its implementation throughout the campus community.	ID 2.1 - Measure student engagement in diversity programs, document how this affects understanding and appreciation.	ID 2.1 - 5/1/14	Complete DS, ID 2.1 - AVP for ID
	ID 2.2 - Advocate intentional collaboration opportunities, specifically areas such as Disability Student Services and International Engagement.	ID 2.2 - 5/1/14	Ongoing ID 2.2 - AVP for ID, Dir. for DI & DTS
ID 3 - Educate and nurture students to feel included and respected as a member of the university community	ID 3.1 - Offer educational and cultural programming to enhance awareness of individuals and groups that are different from one's own experiences.	ID 3.1 - Ongoing	Ongoing ID 3.1 - All Division Staff
ID 4 - Provide stewardship of increased funding and strengthened emphasis on diversity initiatives.	ID 4.1 - Facilitate renaming of Office of Multicultural Services to the Office Diversity and Community.	ID 4.1 - By 6/1/13	Complete ID 4.1 - VP
	ID 4.2 - Review membership of the University Diversity Committee.	ID 4.2 - Ongoing	Complete ID 4.2 - VP
	ID 4.3 - Annually elevate policies, programs, and practices to meet the needs of targeted populations.	ID 4.3 - Ongoing	Ongoing ID 4.3 - AVP for ID, Dir. for DI & DTS

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RESOURCES & FACILITIES (RF)

The Division of Student Services is committed to optimizing the use of existing resources and facilities by continuing our responsible stewardship and pursuit of new avenues for their advancement.

Objectives	Strategies	Timeline	Responsible Party
RF 1 - Focus intentional effort on developing new sources of funding and support.	RF 1.1 - Increase collaboration with internal UCA partners to make more effective use of current resources.	RF 1.1 - Ongoing	Complete
	RF 1.2 - Cultivate relationships and development opportunities with external partners.	RF 1.2 - Ongoing	RF 1.2 - All Division Staff Complete
	RF 1.3 - Research feasibility for increased division fundraising, sponsorship, and development partnerships.	RF 1.3 - Ongoing	RF 1.3 - DDs Ongoing
	RF 1.4 - Emphasize grants as a viable alternative funding source for division initiatives.	RF 1.4 - Ongoing	RF 1.4 - VP Complete
	RF 1.5 - Facilitate grant application process workshops for division staff.	RF 1.5 - By 7/1/14	RF 1.5 - Dept. DS Complete
RF 2 - Provide outstanding facilities that support program and service effectiveness.	RF 2.1 - Assess student satisfaction with Student Services facilities.	RF 2.1 - Ongoing	RF 2.1 - Facility Directors Ongoing
	RF 2.2 - Develop Master Plan for Division facilities to ensure new construction/renovation projects meet current and future needs.	RF 2.2 - By 7/1/14	RF 2.2 - DMT Complete
	RF 2.3 - Continue campaign and support for current facility proposals: <i>HPER Expansion, Student Center Expansion, Greek Village Construction, and On-Campus Pharmacy.</i>	RF 2.3 - Ongoing	RF 2.3 - VP & Facility Dir. Ongoing
RF 3 - Leverage best practices, new technologies, and program innovations to support continuous improvement and cost-effectiveness.	RF 3.1 - Continue and expand utilization of OrgSync for department and student communication.	RF 3.1 - Ongoing	RF 3.1 - DDs Ongoing
	RF 3.2 - Insure departments meet the needs of a continuously evolving student population with national trends and emerging technologies relevant to Student Services.	RF 3.2 - Ongoing	RF 3.2 - DDs Ongoing

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ORGANIZATIONAL AND OPERATIONAL EFFECTIVENESS (OE)

The Division of Student Services is dedicated to an increased emphasis on strategic planning, goal achievement, assessment, and continuous improvement at all levels of the division structure.

Objectives	Strategies	Timeline	Responsible Party
OE 1 - Strengthen the relational and structural approaches to communication within the division.	OE 1.1 - Increase collaboration between division departments and internal UCA partners.	OE 1.1 - Ongoing	OE 1.1 - DDs & DIs Ongoing
	OE 1.2 - Increase interdivision, campus and community awareness of the work done by division.	OE 1.2 - Ongoing	OE 1.2 - Dept. DIs & DDs Ongoing
	OE 1.3 - Celebrate and publicize student services achievements and accomplishments.	OE 1.3 - Ongoing	OE 1.3 - Dept. DIs & DDs Ongoing
	OE 1.4 - Create division-level New Staff Orientation to establish a shared commitment and sense of community.	OE 1.4 - By 7/1/14	OE 1.4 - Dept. DIs Complete
OE 2 - Value a culture of assessment, planning, and informed decision-making, ensuring alignment with the university effort.	OE 2.1 - Establish planning process, culminating in a Strategic Plan to guide the work of the division.	OE 2.1 - By 6/1/13	OE 2.1 - Dept. DS Complete
	OE 2.2 - Determine and implement best practices for comprehensive assessment and evaluation activities.	OE 2.2 - By 8/1/13	OE 2.2 - Dept. DS Complete
	OE 2.3 - Evaluate and address organizational structure and title alignment.	OE 2.3 - By 7/1/13	OE 2.3 - VP & DMT Complete
	OE 2.4 - Produce annual reports at the department and division levels.	OE 2.4 - By 7/1/14	OE 2.4 - DD & Dept. DS Complete
OE 3 - Promote intentional and ongoing student services staff Professional Development.	OE 3.1 - Create division Professional Development committee.	OE 3.1 - By 8/1/13	OE 3.1 - Dept. DIs Complete
	OE 3.2 - Institute professional development activities, curriculum, and opportunities for division staff; including Annual Retreat.	OE 3.2 - By 1/1/14	OE 3.2 - Dept. DS Complete
	OE 3.3 - Promote membership in local, regional, and national Professional Development Associations.	OE 3.3 - Ongoing	OE 3.3 - VP, DMT, DDs Ongoing
	OE 3.4 - Create division-level New Staff Orientation to establish a shared commitment and sense of community.	OE 3.4 - By 7/1/14	OE 3.4 - Dept. DS Complete

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<p>OE 4 - Promote innovation and best practices in all aspects of Student Services.</p>	<p>OE 4.1 - Identify benchmark programs, departments, and divisions.</p>	<p>OE 4.1 - Ongoing</p>	<p>OE 4.1 - Ongoing</p>
	<p>OE 4.2 - Encourage regularly benchmarking with peer and aspirational institutions, as well as CAS and other applicable national standards.</p>	<p>OE 4.2 - Ongoing</p>	<p>OE 4.2 - DMT & DDS Ongoing</p>
	<p>OE 4.3 - Insure departments meet the needs of a continuously evolving student population with national trends and emerging technologies relevant to Student Services.</p>	<p>OE 4.3 - Ongoing</p>	<p>OE 4.3 - DDS Ongoing</p>

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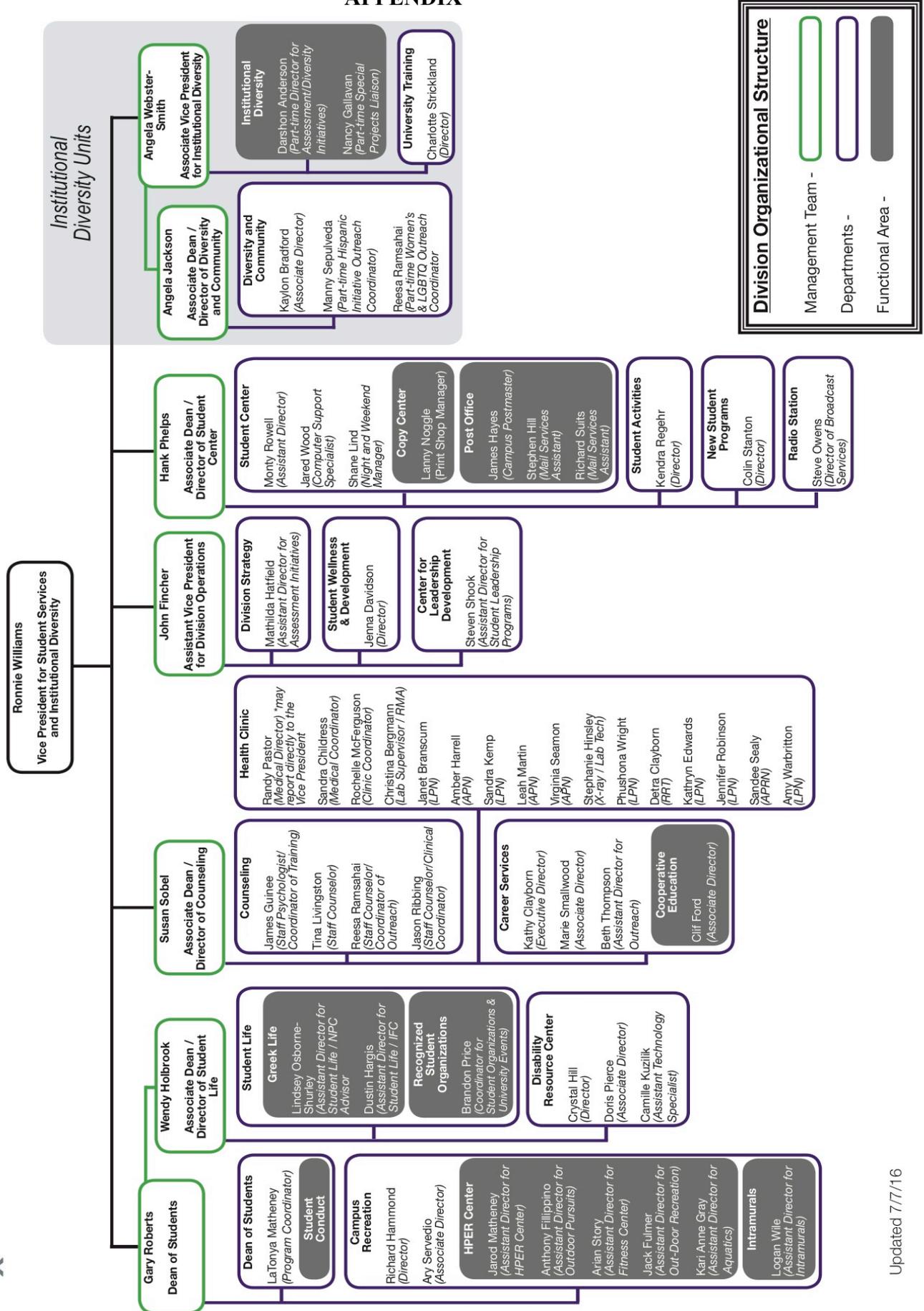
D. ALIGNMENT WITH UNIVERSITY STRATEGIC PLAN (2013 PLAN)

	University Goal 1 Focus on Integrity at All Levels of Action	University Goal 2 Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence	University Goal 3 Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan	University Goal 4 Commit to Ongoing Improvement and Innovation in Facilities and Technology	University Goal 5 Increase Engagement with External Partners	University Goal 6 Promote Diversity in All Areas
DIVISION PILLARS (GOALS)						
Campus and Community Engagement	X	X		X	X	
Scholarship and Life-long Learning		X				
Diversity and Global Appreciation		X	X			X
Leadership Development	X	X				
Personal Health and Wellbeing		X		X		
STRATEGIC PRIORITIES						
Student Retention		X	X			X
Resources & Facilities		X	X	X	X	
Institutional Diversity		X			X	X
Accountability & Effectiveness	X	X	X			



STUDENT SERVICES

APPENDIX



Division Organizational Structure

- Management Team - (Green outline)
- Departments - (Purple outline)
- Functional Area - (Grey fill)