



## **STUDENT AFFAIRS: Strategic Plan 2023 - 2025**

### **LOOKING BACK**

Beginning in July 2018, under the guidance of former Vice President of Student Affairs Dr. Uchenna Baker, the Division of Student Affairs went through a major organizational restructure that capitalized on the opportunity to create new dynamic departments with shared goals. The organizational structure and a new strategic plan were launched in July 2019. With a new direction and new goals to guide our work, the Division embarked on the year with a lot of momentum and excitement. Until the pandemic stopped us in our tracks. Now, after more than two years of pandemic instability and upheaval, Student Affairs is ready to begin anew. Shortly after her installment as the Vice President of Student Affairs in March 2022, Sarah Comstock began interviewing each staff member within the Division to understand how they saw their roles and departments impact student success. This work, alongside information gained through surveys of staff and students within the Division, and existing information, was used to create a new dynamic plan.

### **LOOKING FORWARD**

The former divisional strategic plan, 'A New Direction for Student Affairs', was a strong plan that worked to move us to a new place within the institution. However, not only has our division changed - Security Services joined us two years ago, 50% of the team is new within the last 18 months - but our student population and the world around us have been irrevocably changed. Our plan must also evolve to best support student success in this new reality.

In the previous plan, the Senior Leadership Team identified five strategic themes that guided our work. Those themes have not changed - sense of belonging, alignment of self and community, holistic wellness, divisional readiness and resource development, and staffing development and support. Rather, the goals and strategies that we are setting to better highlight those themes within our work have changed. Our strategic plan will capitalize on the new staff and energy that we have in our division, as well as the socio-emotional trends that we are seeing within the incoming and current student population. This strategic plan will guide us from January 2023 through the end of December 2025. Fall of 2022 was used for strategic plan development and refinement.

### **STATEMENT OF PURPOSE**

The Division of Student Affairs supports the educational mission of the university, encouraging the development of students as leaders in a global society. We are educational partners with students, staff, and faculty, providing a seamless web of services, while role modeling integrity, collaboration, respect for human diversity, fairness, and social responsibility.

### **FRAMING DOCUMENTS & CONVERSATIONS**

- Leadership for a Changing World, Puget Sound Strategic Plan
- 'A New Direction for Student Affairs', DSA Three Year Strategic Plan
- Student Engagement Plan

- Student Success Plan
- 38 interviews with divisional staff members
- SWOT Analysis of divisional staff members, key stakeholders, and student leaders
- Divisional survey of student leaders and student employees

### **EVALUATION METRICS**

Transparency with this plan is a priority for the Division of Student Affairs. In that vein, a variety of evaluation metrics will be used to highlight success, including:

- Project completion dates and plans
- Program implementation
- Assessing for student learning
- Participation numbers

A working document has been created to track departmental efforts in meeting the outlined goals. This information can be found within the document titled "[STUDENT AFFAIRS: Strategic Plan Working Document](#)." Within this document, each department will have an opportunity to provide evidence of goal completion. Evidence will most likely include links to websites, social media platforms, or documents.

### **STRATEGIC THEMES**

- [Sense of Belonging](#)
- [Alignment of Self and Community](#)
- [Holistic Wellness](#)
- [Divisional Readiness and Resource Development](#)
- [Staffing Development and Support](#)

## **STRATEGIC THEME: Sense of Belonging**

### **Strategic Direction Statement:**

Engage students across intersections of identity to create a strong sense of belonging and engagement from the point of inquiry to the 50th year reunion.

### **Descriptive Statement:**

As university leaders in the creation of a residential campus, the Division of Student Affairs strives to offer a deep sense of belonging for students such that they feel connected to their campus long before they matriculate, and well after they commence. We support each student during their journey as they establish a sense of community and find their place here at Puget Sound.

### **Desired Outcomes:**

- Highly engaged student population
- Highly engaged alumni base
- Increased retention
- Increased occupancy within residential spaces

### **Principle Goals:**

*Goal 1: Create, implement, and embed services and programs that provide individual and cohort-specific opportunities that support student success and encourage episodic and lifelong engagement.*

- 2023
  - Create low risk, high yield programming activities engaging first year undergraduate students in their residential environments.
  - Create a low risk, high yield programming activity framework that engages all students.
  - Develop and execute a plan with the Office of Admission to develop strategies that recruit students with a high opportunity for success.
  - (Re)Develop effective procedures that both identify and support students who are in need of connections and resources.
  - Create and launch new Student Success Coach positions to support students and lead to increased retention and graduation rates for undergraduates.
- 2024
  - Create a low risk, high yield programming activity framework that engages all students. Continue refining activities in 2024.
  - Develop and create strong partnerships with other University units that create belonging (initial foci including Music, Athletics, Institutional Equity and Diversity, and ASUPS).
  - Develop a Co-Curricular First Year Experience Program.
  - Create a Second Year Experience Program.
  - Create a Sophomore Year Success Plan.
  - Develop a calendar of featured events that allow divisional members to be more visible and accessible to undergraduate and graduate students.

- Create a division wide curriculum that supports transformational connections with all Division of Student Affairs student employees and leaders.
- Develop DEI goals specific to each DSA department.
- Shift third iteration of home/identity/meaning retreat
- 2025
  - Partner with the Office of Admission to create ongoing opportunities for DSA connection with prospective students at point of inquiry.
  - Develop student driven campus tradition programs including but not limited to Homecoming, Midnight Madness, and Senior Send Offs.
  - Develop a cohort program within Student Involvement & Programs.
  - Create intentional opportunities for students to better understand what it means to be a Logger.
  - Review data and impact of home/identity/meaning retreats and consider next iteration

*Goal 2: Create cross-divisional opportunities to engage all students regarding social, spiritual, and cultural identities.*

- 2023
  - Partner with OIED to support opportunities for minoritized students to create community.
  - Develop and implement, in coordination with a faculty advisor, a Students of Color Residential Community (SCRC), aimed at helping support students as they transition into the Puget Sound community.
  - Establish consistent pattern and budget planning for hosting major annual religious observances
- 2024
  - In coordination with the faculty advisor, assess the impact of the Students of Color Residential Community (SCRC), aimed at helping support students as they transition into the Puget Sound Community.
  - Develop DEI goals specific to each DSA department.
- 2025
  - To Be Identified

*Goal 3: Create a foundation of support for the development of a robust out-of-classroom experience for graduate students.*

- 2023
  - Develop and implement a needs assessment tool for graduate students that will provide direction on how to better support them as they navigate the University.
  - Open the Graduate Student Commons facility in January 2023.
  - Explore and examine the current on-campus housing experience for graduate students; utilize information to make changes for Fall 2023.
    - Expand graduate student housing inventory for Fall 2023, moving from 10 bed spaces to 28.

- Updated the Housing Agreement to more clearly articulate information pertaining to graduate students; the document will be signed for students living in housing beginning Fall 2023.
- Update Student Affairs departmental websites to reflect both graduate and undergraduate students.
- Pilot a graduate student orientation event in Fall 2023 for all incoming graduate students.
- Strengthen out- of-classroom support for graduate students through the development of programs and opportunities for connection.
- 2024
  - Further develop and refine a graduate student orientation event. First event occurred in Fall 2023 for all incoming graduate students.
  - Utilizing data gained from needs assessment, build timeline and framework to most effectively implement experiences and opportunities that support the graduate student experience
- 2025
  - To Be Identified

## **STRATEGIC THEME: Alignment of Self and Community**

### **Strategic Direction Statement:**

Support students as they learn to align their values and actions.

### **Descriptive Statement:**

As we align with Puget Sound's mission to develop the next generation of leaders, Student Affairs aims to support students in becoming more effective communicators, enhance their problem-solving skills, practice introspection, and cultivate their capacity for self-awareness. As co-authors in the larger student experience, we work to support faculty and staff in our role as educators; challenging ourselves and evolving in our personal development.

### **Desired Outcomes:**

- Strong student leaders
- Strong partnerships with all University divisions
- Engage with/from Tacoma community members

### **Principle Goals:**

*Goal 1: Establish a robust student leadership development program.*

- 2023
  - Explore and remove barriers related to implementation of divisional leadership programs.
  - Identify and connect different types of leadership and staffing programs in DSA.
  - Increase breadth of recruitment for involvement in Student Life Leaders Mentorship Program through outreach with OIED.
- 2024
  - Embed leadership program in divisional employment and leader opportunities.
  - Identify and connect different types of leadership and staffing programs in DSA.
- 2025
  - Partner cross division to offer programs in other cohort models.

*Goal 2: Educate students about their rights and responsibilities as part of the Puget Sound community.*

- 2023
  - Update and publish Residence Policy to more clearly outline expectations of student behavior when living in Campus Residences and to highlight prohibited items. Expected to go live in August 2023.
  - Update all websites related to the Student Integrity Code and Residence Policy, clearly identifying how students report incidents.
  - Publish revised Sexual Misconduct Resource Center website with inclusion of respondent rights and responsibilities
- 2024
  - Assess the effectiveness of the Community Expectations portion of the Orientation Program.

- Assess whether all rights and responsibilities of a Puget Sound student are communicated appropriately.
  - Review Student Integrity Code and Student Integrity Code Procedures.
  - Review Title IX & EOO Policies and Procedures.
  - Transition to Yearly Training on Consent and Title IX resources.
- 2025
  - To Be Identified

## **STRATEGIC THEME: Holistic Wellness**

### **Strategic Direction Statement:**

Support students' exploration of, and journey toward, holistic wellness.

### **Descriptive Statement:**

Student Affairs seeks to understand and support students as they connect the mental and social factors that contribute to individual wellness. Holistic wellness can include connectedness between emotional, social, physical, spiritual, and intellectual attributes. As practitioners we believe that attending to this broad range of attributes will best help our students succeed at Puget Sound and beyond.

### **Desired Outcomes:**

- Increased retention
- Reduction in harmful behaviors
- Increase in students' sense of personal safety
- Increase in ability for students to self-advocate

### **Principle Goals:**

*Goal 1: Foster students' resilience and self-advocacy.*

- 2023
  - Utilize historical and current assessment data to define, understand and support the needs of our students as it relates to wellness.
  - Develop educational campaigns for students about campus support resources (life skills, intercultural engagement and identity-related communities, communication, academic support, time management, mental health, resiliency, etc.).
  - Develop programs and services for students to engage and explore resiliency around challenging personal events.
- 2024
  - Collaborate with Residence Life to include resiliency development in 1st year curriculum.
  - Collaborate with Academic Affairs to include skill building trainings in 100 level Connections Courses.
- 2025
  - Develop strategies that assist students in advocating for themselves and their needs in large group settings

*Goal 2: Provide faculty and staff with tools and resources to better partner with DSA in order to enhance student wellness.*

- 2023
  - Develop a campaign of information for faculty and staff to illuminate current holistic wellness systems.
  - Collaborate with faculty, academic advising, career and Employment Services,



- 2024
  - and Residence Life to understand skill gaps.
  - Meet with faculty, academic advising, Career and Employment Services, and Residence Life to assess skill gaps or student needs.
  - Create timely and ongoing training opportunities for faculty and staff (mental health first aid, basic sexual assault awareness, etc.).
- 2025
  - To Be Identified

*Goal 3: Construct opportunities to better highlight existing resources that enhance personal safety (Security Services, Title IX, and Advocacy).*

- 2023
  - Develop consistent informational and training opportunities that assist students in understanding the intersections of personal safety, holistic wellness, and healthy interpersonal boundaries.
- 2024
  - Continue to develop consistent information and training opportunities that assist students in understanding the intersections of personal safety, holistic wellness, and healthy interpersonal boundaries.
- 2025
  - To Be Identified

## **STRATEGIC THEME: Divisional Readiness and Resource Development**

### **Strategic Direction Statement:**

Support development of divisional staff and departments that positively impact short and long term readiness for the changing higher education landscape.

### **Descriptive Statement:**

Student Affairs staff are required to effectively respond to ongoing student and university needs in addition to episodic student crises, cultural crises, natural disasters, and global threats. It is critical that we seek ways to be better trained, prepared, and resourced so that responses in times of need are an asset to the institution.

### **Desired Outcomes:**

- Increase partnerships between DSA and other university departments
- Improved partnership and collaboration between divisional departments
- Improved readiness for staff to appropriately respond to crises

### **Principle Goals:**

*Goal 1: Develop a divisional fiscal plan that enhances current budget lines, and capitalizes on future opportunities.*

- 2023
  - Begin review of divisional and department responsibilities paying careful attention to high cost/low yield programs.
  - Create and begin implementation of a long range housing plan that increases occupancy and revenue.
  - Review of divisional fiscal policies to reduce costs.
  - Write proposal for new housing database management tool.
- 2024
  - Continue developing, refining, and assessing the long range housing plan that was introduced in 2023 aimed to increase occupancy and revenue.
  - Review of divisional fiscal policies to reduce costs.
  - Develop a relationship with University Relations to more closely partner on fundraising and grant opportunities for units within the Division of Student Affairs.
  - Develop a long range residential plan focusing on revenue development, facilities upgrades, inventory of furniture, and the forthcoming campus master plan.
  - Develop internal documents showcasing salaries and job descriptions from Puget Sound, peer groups, and next step schools.
  - Implement housing database management tool.
- 2025
  - Create plan that identifies high priority/need areas within the division and how those needs will be supported in the future

*Goal 2: Revise and strengthen the divisional emergency response plan.*

- 2023

- Develop and refine protocols for the Dean-on-Call process, including a yearly emergency response tabletop exercise for the group.
- Develop biannual emergency response training for the Division of Student Affairs.
- 2024
  - Continue developing and refining the bi-annual emergency response training for the Division of Student Affairs.
  - In coordination with the Risk Management Officer, develop protocols for contract development and large scale event planning.
- 2025
  - To Be Identified

*Goal 3: Develop a long range plan for Divisional office and resource space that better meets current and future needs while improving collaboration and other functional efficiencies.*

- 2023
  - Complete a facility upgrade in Seward Hall for a projected Fall 2023 opening.
  - Define long range housing plan and goals of work group.
    - Gather data that will define the long range plan.
  - Define current and ongoing needs for DSA space ensuring that we are well represented in the new Campus Master Plan.
- 2024
  - Define current and ongoing needs for DSA space ensuring that we are well represented in the new Campus Master Plan.
  - Complete residential space draft plan.
- 2025
  - Begin implementation of space plan

## **STRATEGIC THEME: Staffing Development and Support**

### **Strategic Direction Statement:**

Fully support the complete cycle of engagement and personal well-being of divisional staff, including recruitment, onboarding, professional development job transition support

### **Descriptive Statement:**

Staff are the most valuable resource within the Division of Student Affairs. To fulfill the mission of the University and Student Affairs, we encourage and support the following: full integration of teams, appreciation of individual and group contributions, provision of a full range of development opportunities, recruitment, onboarding, and retention of qualified and diverse staff members, and the creation of opportunities for individuals to fully thrive and contribute meaningful and long-lasting work.

### **Desired Outcomes:**

- Increase in retention of divisional staff
- Increase in satisfaction of divisional staff
- Increase in information sharing between divisional staff
- Increase in knowledge base of divisional staff

### **Principle Goals:**

*Goal 1: Develop opportunities to highlight the work and value of the Division and individual staff members.*

- 2023
  - Develop a communications team within Student Affairs that focuses on internal and external communications.
  - Increase presence of Division of Student Affairs offices on social media platforms.
- 2024
  - Create a dynamic end of the year report for the Division of Student Affairs that highlights accomplishments and reflects student learning.
- 2025
  - To Be Identified

*Goal 2: Develop a professional development plan for the division, departments, and individuals.*

- 2023
  - Create an individual onboarding plan to be used for each new Division of Student Affairs staff member to increase consistency and shared understanding across units.
  - Develop and initiate a structured, ongoing plan for DSA staff professional development related to DEI competencies.
    - Inclusion of DEI competencies within yearly evaluation process.
    - Incentivize opportunity for staff who attend DEI trainings outside the DSA and departmental requirements.

- 2024
  - Complete, review, and further develop DSA staff professional development resources related to DEI competencies.
  - Create internal staff performance feedback loops that are governed by programs and services rather than required yearly cycle.
- 2025
  - Create and maintain channels for mentorship between new and existing DSA staff Mentorship.

*Goal 3: Develop a divisional culture of care, well being, and curiosity.*

- 2023
  - Provide dedicated, regular outreach to each member of the division.
- 2024
  - Continue to provide dedicated, recurring outreach to each member of the division.
  - Develop opportunities for value driven community engagement for both individual staff and the Division as a whole.
  - Begin development of relationships with Tacoma partners.
- 2025
  - Collaborate with Tacoma partners on training opportunities and individual partnerships.