DIVISION OF STUDENT AFFAIRS

STRATEGIC PLAN
Mission

Our mission is to provide quality programs and services that complement the academic experience and provide opportunities that enhance the development of our students.

Values

- We recognize the worth and dignity of all students and their diverse needs.
- We believe students who are broadly educated will make a significant contribution to society.
- We serve our customers in an ethical, effective and friendly manner.
- We work as partners with the campus and the community.

Who We Are

Athletics | Campus Partners (Triton Bookstore, Sodexo, US Bank, Coca-Cola, Avendco) | Career Services | Health, Counseling & Disability Access Services | LGBTQ+ Initiatives | Millennium Student Center & Student Involvement | Recreation & Wellness Center | Residential Life & Housing | Student Conduct & Community Standards | Student Social Services | SUCCEED Program |

Strategic Plan

The Division of Student Affairs has developed this five-year plan (2018-2023) to support the goals outlined in the 2018-2023 UMSL Strategic Plan, particularly in the following three compacts: Excellence in Student Success, Inclusive Excellence and Excellence in Community Engagement and Economic Development. As student affairs professionals, we understand that we play an important role in the recruitment, retention and overall experience of all UMSL students. With that in mind, we have developed the following five strategic goals:

1) Provide experiences and develop initiatives that improve student retention, engagement, career readiness, civic responsibility and degree completion

2) Develop and implement communications, programs, services, policies and practices which both welcome diverse people and prepare all students to thrive in a multi-cultural society

3) Promote a culture of health, safety and well-being for students

4) Develop strategies to enhance recruitment and retention of a highly qualified and diverse workforce which reflects the campus and local community
5) Ensure future effectiveness and sustainability by developing intentional relationships and financial strategies

GOAL 1: Provide experiences and develop initiatives that improve student retention, engagement, career readiness, civic responsibility and degree completion

Objectives & Metrics

1.1. Double the number of students participating in co-curricular activities hosted by Student Affairs
   - Participation data for events hosted by departments in the Division of Student Affairs
   - Number of students participating in recognized student organizations
   - Results of the National Survey on Student Engagement

1.2. Develop robust career readiness programming for students
   - Number of career readiness events planned by Student Affairs
   - Frequency of career readiness communications sent by Student Affairs
   - Observable integration of career competencies into existing student programs
   - Data derived from the Post Graduate Outcomes Survey
   - Student appointments in Career Services
   - Number of internships/student employment opportunities provided by Student Affairs
   - Development of core competencies for all student employment positions in Student Affairs

1.3. Increase students’ sense of belonging, engagement and school pride
   - Number of students attending UMSL Athletics events
   - Data derived from the National Survey on Student Engagement
   - Participation in Campus Recreation and Wellness programs and services
   - Participation in campus events
   - Occupancy data for campus housing

1.4 Create and enhance physical space in order to foster a greater sense of community between students
   - Percentage of space in buildings operated by Student Affairs dedicated primarily to student use
   - Data derived from Skyfactor Survey
   - Residential satisfaction surveys
   - Recreation and Wellness Center surveys
   - Space utilizations audits
   - Traffic counts for student space
   - Observable enhancement of outside space for student use

1.5 Promote community engagement and civic responsibility for students
   - Number of students participating in community service events
   - Number of service hours performed annually
   - Qualitative data from students participating in community service events

1.6 Increase degree completion and retention of vulnerable student populations through intentional Student Affairs programming and engagement
   - Creation of student resources which address food insecurity and housing instability
o Development and observable enhancement of support services which meet the unique needs of student parents
o Expansion of programs and services, in SUCCEED and Disability Access Services, which support students with disabilities

GOAL 2: Develop and implement communications, programs, services, policies and practices which both welcome diverse people and prepare all students to thrive in a multi-cultural society

Objectives & Metrics

2.1. Provide ongoing opportunities for faculty, staff and students to increase their knowledge of social justice and equity issues associated with marginalized groups
   o Number of social justice/equity-based learning opportunities (e.g., workshops, forums, activities) hosted by Student Affairs
   o Number of departments in Student Affairs providing social justice/equity-related programming
   o Number of Student Affairs staff having completed a diversity and inclusion training
   o Data collected via post-opportunity assessments

2.2. Regularly communicate Student Affairs’ unwavering commitment to social justice, diversity, equity and inclusion
   o Number and types of communications sent by Student Affairs
   o References to social justice, diversity, equity and inclusion in Student Affairs publications and departmental websites

2.3. Foster an inclusive and welcoming environment for LGBTQ+ and gender non-confirming/gender queer students
   o Achieve an average of 4.0 stars on the Campus Pride Index for the Division of Student Affairs
   o Number of Student Affairs staff having completed Safe Zone training

2.4. Provide an inclusive, accessible and welcoming environment for students with disabilities across the Division of Student Affairs
   o Results of an annual accessibility audit for Student Affairs departments
   o Qualitative data of students’ perception of accessibility and inclusion across Student Affairs
   o Number of students, faculty and staff attending RESPOND training
   o Number of campus outreach events hosted by SUCCEED and Disability Access Services

2.5. Promote inclusion of racially minoritized student populations across the Division of Student Affairs
   o Offer at least one program per semester that stimulates dialogue on diversity, equity, and inclusion
   o Observable use of diverse and inclusive images in all communication materials within the Division of Student Affairs
   o Results of the Campus Climate Survey
GOAL 3: Promote a culture of health, safety and well-being for students

Objectives & Metrics

3.1. Increase campus utilization of the Campus Assessment, Response and Evaluation (CARE) Team  
   - Number of CARE presentations to campus departments  
   - Number of referrals to the CARE Team  
   - Decreased risk level of students referred to the CARE Team

3.2. Increase awareness and skills related to campus safety  
   - Total number of participants in the annual Campus Safe Walk  
   - Student Affairs representation on the Campus Safety Committee  
   - Safety skill development opportunities within the Division of Student Affairs (e.g., bystander intervention programs, self-defense classes, fire drills and protective behavior strategies)

3.3. Increase participation in suicide prevention training  
   - Number of students, faculty and staff attending RESPOND training  
   - Number of students, faculty and staff completing Ask, Listen and Refer  
   - Number of general communications related to suicide prevention

3.4. Increase student utilization of physical and mental health resources within Student Affairs  
   - Number of students utilizing the Recreation and Wellness Center  
   - Outcomes data derived from the annual Recreation and Wellness Survey  
   - Number of students visiting Health and Counseling Services  
   - Frequency of communications which highlight the availability of mental and physical health resources in the Division of Student Affairs  
   - Regular collaboration between Health and Counseling Services and the Recreation and Wellness Center

3.5. Reduce the percentage of students participating in high risk behaviors  
   - Quantitative data derived from the Missouri Assessment of College Health Behaviors  
   - Number of students participating in smoking cessation programming  
   - Number of students attending events hosted by the Triton Health Educators

GOAL 4: Develop strategies to enhance recruitment and retention of a highly qualified and diverse workforce which reflects the campus and local community

Objectives & Metrics

4.1. Create an environment in which staff at all levels feel respected, challenged and engaged  
   - Campus Climate Survey results from staff in the Division of Student Affairs  
   - Conduct a salary and title audit for all employees in Student Affairs in collaboration with Human Resources  
   - Creation of an official open-door policy throughout each department in the Division of Student Affairs
4.2. Establish regular division-wide social and networking opportunities for Student Affairs staff
   o Number and types of division-wide social and networking opportunities for Student Affairs staff
   o Number and percentage of Student Affairs staff participating in division-wide social and networking opportunities

4.3. Provide ongoing communication with Student Affairs staff across the entire Division of Student Affairs
   o Frequency of Student Affairs Leadership Team (SALT) meetings
   o Number of communications sent through the Student Affairs listserv

4.4. Provide professional development opportunities for staff at all levels
   o Frequency of professional development events/activities offered by Student Affairs
   o Percentage of Student Affairs staff participating in professional development opportunities on and off-campus
   o Student Affairs staff attendance at RESPOND Training
   o Student Affairs staff attendance at SAFE Zone Training

4.5. Promote a culture of health and well-being for all staff throughout the Division of Student Affairs
   o Number of Student Affairs staff participating in the UM System Wellness Incentive Program
   o Number of Student Affairs staff participating in events hosted by the Recreation and Wellness Center
   o Frequency of communications to Student Affairs staff regarding health and well-being

GOAL 5: Ensure future effectiveness and sustainability by developing intentional relationships and financial strategies

Objectives & Metrics

5.1. Create a communication plan to provide information on the work and impact of Student Affairs on the UMSL student experience
   o Number and types of communications highlighting Student Affairs’ work and impact
   o Number of website visitors
   o Number of social media followers

5.2. Develop and enhance relationships with other units/divisions on campus
   o Regular invitations to faculty, staff and administrators outside of Student Affairs to attend events hosted by the Division
   o Number of Student Affairs staff invited to work with external units/divisions, as observed through each department’s annual report

5.3. Establish divisional initiatives to create pathways for additional resources and support for Student Affairs departments
   o Existence of a written plan outlining funding requests
   o Number of grant applications submitted by Student Affairs
5.4. Enhance assessment efforts throughout Student Affairs
   o Creation of a division-wide assessment team
   o Establishment of a common assessment format
   o Communication of key data throughout the campus community

5.5 Utilization of Student Affairs resources through collaboration and coordination
   o Number of programs utilizing resources from two or more departments in Student Affairs
   o Number of programs utilizing resources from Student Affairs, in conjunction with an academic unit, or another unit on campus