Division of Student Affairs
2014-2019 Strategic Plan

This Strategic Plan is our roadmap between 2014-2019 and is a living document that reflects our core values while enabling us, as a division, to adapt to change in a timely and effective manner. The strategic plan outlines Student Affairs’ mission and goals and provides the framework needed to activate that mission and accomplish identified goals. This plan should be reviewed regularly by Student Affairs Educators, departments, and the division as part of our regular practice. A dashboard system will also be developed to support monitoring and measuring our metrics progress and attainment of goals.

Every five years, the Division of Student Affairs produces a comprehensive plan to guide its work; this plan is in alignment with the ECU institutional strategic plan. Our plan is organized in support of the three university commitments. Within each commitment, we have aligned with three university actions that are easily identifiable by the following themes:

1) **Maximizing Student Success**
   - Add Value
   - Improve Retention & Graduation
   - Safety

2) **Serve the Public**
   - Student Leadership & Service
   - Staff Leadership & Service
   - Community Engagement

3) **Lead Regional Transformation**
   - Economic Development
   - Arts & Quality of Life
   - Healthy Lifestyles

Each thematic action has a series of Divisional goals and corresponding metrics and actions. Every Student Affairs departmental area should tie into at least one of these goals and actions.

**How do we support strategic plan implementation and make it a living document?**

- There is no need to memorize the strategic plan but we do want all student affairs educators to be familiar with the document and know which strategic goals each departments/programs support.
- Relate the strategic plan to individuals: what does this mean for my job and my goals?
- Employee engagement and commitment: Help all employees hear the message delivered in the strategic plan, context, and rationale. Where do plans and any changes fit into departmental goals and plans. Explore the value added.
- Create an environment in which staff have an impact on the decisions and actions that affect their jobs, thereby leading to ownership, commitment, and substantive contributions.
- Establish a clear vision for your department: Paint a picture of where the Division and Department will end up and the anticipated outcomes.
- Make this plan relevant to your department: the Strategic Plan should inform operations, organization, and how we go about doing what we do as a Division.
✓ Strategy implementation – inclusive of visioning, monitoring, and measuring – should be held regularly throughout the academic year. Integrate strategic plan discussions into regular staff meetings, end of semester reviews, annual retreats, etc.
✓ Align programs, services, and new initiatives with Divisional goals and actions.
✓ Align budgets and performance.
✓ Communicate
  o Internal discussions
  o OnDeck
  o Meetings with Stakeholders
  o Presentations to...

WHAT ELSE IS KEY?

Who We Are (update?)
The Division of Student Affairs is comprised of 29 units with 280 employees. Student Affairs actively supports the University's missions of education, research, and service by providing comprehensive programs and services to assist each student in developing intellectually, socially, morally, physically, personally, and culturally. The Division anticipates students' developmental needs throughout their collegiate experiences and promotes students development by fostering a community of learning, which encourages individual student involvement and participation. The Division of Student Affairs provides a broad range of support services, activities, and programs that seek to:

• Enhance the learning environment, facilitate retention, and optimize the student experience.
• Assist students in meeting their basic needs for housing, nutrition, and physical and emotional well-being.
• Assist students in developing respect and appreciation for individual differences, interpersonal civility, and human rights.
• Accommodate the diverse needs of all students.
• Support a community environment that is welcoming, safe, and secure.
• Provide the means for students to become active participants and leaders in their own learning.
• Assist students in developing logical thought processes and sound decision-making skills.
• Assist students in developing an appreciation of the arts.

Moreover, the Division seeks to contribute to the development of the whole individual by fostering in each student a deeper appreciation of the importance of life-long learning, individual responsibility, and human diversity. Through collaboration, the division provides programs and services that are grounded in theory, assessment, and sound practice.

Vision
Student Affairs fosters an environment where all students achieve their academic and personal goals.

Mission
Student Affairs provides programs and services that optimize student learning and leadership, builds a safe supportive and welcoming campus community, fosters the emotional growth and personal development of students, and makes a positive contribution to the overall student experience.

Values

• **Student Centered:** We remember that students are central to our mission. Through collaborative partnerships and comprehensive programs and services, we cultivate opportunities that promote lifelong learning, academic success, leadership and personal development.

• **Integrity:** We maintain open and transparent communication within the division, with students, faculty/staff and other constituents. Integrity is exhibited when our actions are in alignment with our mission and values with honesty, respect, personal responsibility and fairness.

• **Service:** We are dedicated to serving students and the University community as we contribute to the mission, goals, and values of the University. We value community and provide opportunities for students to be active and responsible members of the campus and global community.

• **Excellence:** We strive to provide high quality, value-added service and educational programs. We distinguish ourselves by staying abreast of current and future issues and trends and maintaining a standard and expectation for quality and excellence in all that we do.

• **Respect:** We treat each individual with high regard, appreciation and courtesy. We honor the contributions of individuals, departments, tradition, theory and practice.

• **Inclusion:** We value the uniqueness of people, cultures and perspectives. We encourage diversity by promoting respect and civility, providing accessible programming and services and cultivating a community that is inclusive. This includes a focus on collaboration and partnerships.
Commitment 1: Maximize Student Success
The success of our students is the ultimate measure of our university. We will support excellence, expand opportunity, and celebrate achievement.

University Action 1.2: We will be a national leader as a “best value” in undergraduate and graduate education. We will aggressively grow programs that support this goal. We will establish competency-based requirements for all degree programs while reducing the average debt carried by students who graduate within four years. We will be a leader in the assessment of learning outcomes and the use of innovative teaching strategies. (ADD VALUE)

Unit Objective 1.1.1: The Division of Student Affairs will establish a best practice culture that values and actively promotes student success.

Metric 1: unit competency-based outcomes results mapped to Council for the Advancement of Standards in Higher Education outcomes dimensions.

Metric 2: # of student success programs and services offered to students; mapped to student success framework.

Unit Action 1: Establish and assess competency-based developmental programs that assist students in transition from one academic level to the next, including the early career stage.

Unit Action 2: Create a “roadmap to success” initiative that empowers students to locate and utilize Divisional student success resources along with complementary academic support services.

Unit Objective 1.1.2: Pursue and sustain collaborations with academic affairs and other campus partners to facilitate transformative student experiences that integrate student learning with development.

Metric 1: # and type description of academic collaboration projects

Metric 2: Annual summary impact data from collaboration projects

Metric 3: National Survey of Student Engagement: 2012 baseline with 2015 & 2018 measures

Unit Action 1: Develop and advance sustainable collaborations focused on building a co-curriculum of high-impact practices, inclusive of first-year experiences, learning communities, community-based learning, internships/co-ops, common intellectual experiences, problem solving cooperative projects, undergraduate research, capstone projects, and diversity/global learning.

Unit Action 2: Establish collaborations between faculty, students, and Student Affairs Educators that focus on multidisciplinary inquiry and educational experiences to increase the institution’s knowledge about students, the educational environment, and institutional effectiveness in support of student success.

University Action 1.3: We will improve retention and graduation rates. We will retain and graduate students at a rate that is consistently higher than our peers. (IMPROVE RETENTION and GRADUATION)

Unit Objective 1.2.1: The Division of Student Affairs will work to engage all students in meaningful co-curricular programs and experiential learning opportunities to promote retention and persistence toward graduation.

Metric 1: Percentage of student body engaged in Student Affairs programs and services.
**Metric 2:** Program/Service Data Sets annual report: retention (year to year persistence) and 6 year graduation rates of students involved in Student Affairs programs and services compared to institutional target metrics

**Unit Action 1:** Implement a comprehensive participation tracking and monitoring process to understand and report on student engagement in Student Affairs programs and services.

**Unit Action 2:** Enhance support for student populations who are at risk for departure or under-represented through focused outreach and engagement initiatives.

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**University Action 1.6:** We will be a national model for campus safety and the safest campus in the UNC system. *(SAFETY)*

**Unit Objective 1.3.1:** We will engage the university community in Division of Student Affairs programs and experiences that cultivate an inclusive and safe campus culture.

**Metric 1:** # and type description of educational programs and experiences

**Metric 2:** summary description of annual targeted climate/culture assessment results

**Unit Action 1:** Develop and coordinate a comprehensive cultural competence plan that assures integration throughout Student Affairs organizational infrastructure, program administration and evaluation, the delivery of services, and professional development opportunities.

**NOTE:** Cultural competence is defined as a set of values, behaviors, attitudes, and practices within an organization and among individuals. Cultural competence is the ability to understand and respect values, attitudes, and beliefs that differ across cultures, and to consider and respond appropriately to these differences. Cultural competency is an essential intersection between inclusion and safety.

**Unit Action 2:** Design and implement a plan for social justice education and practice across Divisional programs and experiences to create greater inclusion for all members of the campus community.

**Note:** The goal of social justice education is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society that is equitable and all members are physically and psychologically safe and secure.

**Unit Objective 1.3.2:** In collaboration with other University safety services, the Division of Student Affairs will develop an integrated and consistent response system that assures the safety of the campus community.

**Metric 1:** # of programs inventory of communication activities/mediums

**Metric 2:** annual report: Classification of safety concerns/incidents and how they were resolved

**Unit Action 1:** Enhance educational programming modules that promote safety awareness and proactive response.

**Unit Action 2:** Implement a comprehensive communication plan that fosters awareness, responsiveness, and ownership of safety for the campus community.
Commitment 2: Serve the Public

*Service has always been at the heart of this university. We will inspire the next generation of leaders to carry this spirit of service into their professional lives. We will demonstrate this commitment to service by being engaged with the needs of eastern North Carolina and beyond.*

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<tr>
<th>University Action 2.1: We will inspire our students to be engaged citizens and leaders. (student leadership &amp; Service)</th>
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| **Unit Objective 2.1.1:** The Division will develop and implement competency-based leadership co-curricular programs and initiatives for students.  
**Metric 1:** # of programs/activities offered through the Leadership Certificate  
**Metric 2:** Summary impact data from review of student portfolios |
| **Unit Action 1:** The Division of Student Affairs will operationalize and assess the “Leadership Certificate.” |
| **Unit Action 2:** The Division of Student Affairs will identify and anchor civic learning competencies throughout its major programs. |

| Unit Objective 2.1.2: The Division will foster and enhance high quality community-based learning opportunities.  
**Metric 1:** # and type of community-based learning opportunities  
**Metric 2:** Summary impact data from student reflection assessment instrument |
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<td><strong>Unit Action 1:</strong> The Division of Student Affairs will significantly increase its alternative break and community engagement programming for students.</td>
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<td><strong>Unit Action 2:</strong> The Division of Student Affairs will engage faculty in professional development opportunities with the goal of integrating community-based learning into all academic programs.</td>
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<th>University Action 2.2: We will be a national model for developing the leadership of faculty, staff, and students through engaged research and service. (staff leadership)</th>
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| **Unit Objective 2.2.1:** The Division will prioritize development of leadership competencies among its 1500+ staff and student employees through integrative experiential learning, mentoring, and evaluation.  
**Metric 1:** Annual impact data from leadership competencies rubric  
**Metric 2:** Aggregate summary of self-assessment instrument measuring skills learned leadership development programs |
| **Unit Action 1:** We will identify and develop core leadership competencies among all divisional employees.  
**Unit Action 2:** We will establish a professional development series for undergraduate employees and graduate assistants focusing on leadership development and career readiness. |
**University Action 2.6:** We will continue on this course by assuring that all ECU programs are committed to outreach and demonstrate that commitment through action. *(community engagement)*

**Unit Objective 2.3.1:** The Division of Student Affairs will expand its commitment to integrating community engagement throughout its operations and programs.

- **Metric 1:** # tracking of student service engagement (individual students, clubs/orgs, academic programs)
- **Metric 2:** # tracking of community engagement partnerships/projects

**Unit Action 1:** The Division of Student Affairs will fully integrate a monitoring and measuring community engagement system to assess and advance its community engagement efforts.

**Unit Action 2:** The Division of Student Affairs will enhance the quality and range of community-based service and learning opportunities throughout its departments.

**Unit Objective 2.3.2:** The Division of Student Affairs will celebrate and publicly recognize its exemplary university-community partnerships and their positive reciprocal relationships, particularly those partners working with underserved communities.

- **Metric 1:** Community partner assessment instrument
- **Metric 2:** Annual tracking of partnership activities
- **Metric 3:** Annual divisional community partnership inventory
- **Metric 4:** Student stories of involvement and impact in the community

**Unit Action 1:** We will develop and implement a division-wide recognition process for partners and collaborate with other public service stakeholders across the university.

**Unit Action 2:** We will identifying and recognize signature Divisional partners in the community and establish criteria for Divisional partnership.
Commitment 3: Lead Regional Transformation
The past, present, and future of this university are closely aligned with the region it calls home. We see the challenges of eastern North Carolina and accept them as our own. Through partnership, leadership, and discovery, we will be a force for progress and growth.

**University Action 3.1:** ECU will be “open to business.” We will create a new Millennium Campus and we will develop the business structures and practices needed to interact and innovate efficiently with our partners in the public and private sectors. *(economic development)*

**Unit Objective 3.1.1:** The Division of Student Affairs will leverage its expertise in experiential learning and student engagement to pursue public-private collaborations promoting new educational opportunities, career development and economic development, which benefits eastern North Carolina.

**Metric 1:** Annual impact summary data from collaboration projects

**Metric 2:** $ impact for public-private collaborations utilizing the SA economic impact formula

**Unit Action 1:** Student Affairs will seek collaborations that address regional challenges and opportunities, which also prepare students for successful careers and civic responsibility.

**Unit Action 2:** Student Affairs will develop a comprehensive plan for measuring and monitoring economic impact associated with public-private collaborations.

**Unit Objective 3.1.2:** Establish and sustain necessary resources to advance Division priorities

**Metric 1:** # of priorities set from annual reviews with $ savings through reallocations

**Metric 2:** # of donors/sponsors/grants with $ raised for Student Affairs programs and/or initiatives.

**Unit Action 1:** Develop a formal process for strengthening the organizational and operational effectiveness of Student Affairs.

**Unit Action 2:** Raise $500,000 annually through donors, sponsorships, and grants.

**University Action 3.9:** We will leverage our strengths in the arts to enrich the quality of life for our students and our region. *(arts & quality of life)*

**Unit Objective 3.2.1:** Establish and maintain Student Affairs programs and services that will enhance the quality of life for students, faculty, staff, and community members.

**Metric 1:** # and type - quality of life programs and services

**Metric 2:** # participants in quality of life program and services

**Unit Action 1:** Establish a Division of Student Affairs “Signature Series” to promote intellectual, cultural, and aesthetic aspects of student growth and development.

**Unit Action 2:** Construct an amphitheater facility at the North Recreation Complex that will support new quality of life opportunities and experiences.
University Action 3.11: We will model healthy lifestyles for the region. We will be a leader in workplace wellness. (healthy lifestyles)

Unit Objective 3.3.1: Provide innovative programs and services that promote sustained healthy behaviors.
**Metric 1:** ACHA Healthy Campus 2020 measures composite: nutrition/weight status, physical activity/fitness, stress management, sleep, anxiety, campus work environment, health impediments to academic/work performance
**Metric 2:** Public Health Index Well-being/Healthy Days Measure

Unit Action 1: Student Affairs will partner with Human Resources to develop a comprehensive faculty and staff wellness program that positions ECU as a leader in workplace wellness.

Unit Action 2: Leverage the expertise of Student Affairs educators in collaborating with municipalities and community organizations to establish health and wellness initiatives.

Unit Objective 3.3.2: Leverage ECU’s relationship with community partners via the Intergenerational Community Center (IGCC) to focus on healthy lifestyles for underserved populations.
**Metric 1:** #, type and impact of programs offered related to healthy lifestyles
**Metric 2:** # and demographic profile of people served/attended programs and services

Unit Action 1: Establish the IGCC as a demonstration and innovation site for underserved populations to implement the 8 Dimensions of Wellness.

We will keep these commitments while being good stewards of the resources entrusted to us. East Carolina University has a long history of achieving excellence while employing public resources in an efficient manner. That trait has served us well in the past and will be even more important in the future. We recognize and honor the UNC system’s compact with North Carolina that is contained in its document, *Our Time, Our Future*. We will maximize student success, we will serve the public, and we will lead regional transformation. We will concentrate our resources to fulfill these commitments. Here is the manner in which we will keep our covenant.

- We will embrace a diverse and an inclusive university community. We are committed to a diverse workplace by recruiting faculty and staff from diverse backgrounds.
- We will reward innovation and continuous improvement.
- We will control costs and diversify revenue streams.
- We will initiate an aggressive and innovative public fundraising campaign to support the strategic initiatives of the institution.
- We will implement the recommendations of the University Committee on Fiscal Sustainability and reduce our administrative costs.
- We will continue to implement the Master Plan for campus design and construction.
- Our data will be recognized system-wide for its accuracy and reliability and as a basis for advanced analytics and institutional decision-making.
• We will promote sustainable environments.
• We will be accountable for resources and regulatory compliance.
• Our medical education and patient-care operations will be fiscally sustainable.

ECU Guiding Principles

Increase opportunity.

While seeking the best and brightest students, we will continue to open the doors of higher education to diverse students of many backgrounds. We will expand that model by adding opportunities for many underserved groups.

Produce graduates ready to work and serve.

From its beginning as a school for teachers, ECU has focused on producing a workforce to meet the needs of our region and state. Through cooperation with business and industry, we are redoubling our efforts to produce graduates who are ready to go to work and to serve their communities.

Develop leaders.

ECU is the Leadership University, so we will expand leadership opportunities for students, faculty, and staff. Our graduates will be known as leaders in the workplace and community.

Discover and innovate.

East Carolina will champion mission-driven research and innovation. We will increase research funding and strengthen our research infrastructure to address the region’s challenges and opportunities.

Improve health.

A major component of ECU’s mission is to improve the health of eastern North Carolina. We have developed superior programs in all dimensions of understanding human health and delivering services to a dispersed, rural population.

Add to the quality of life.

Generations of eastern North Carolinians have come to Greenville for school field trips, to see sporting events, to hear influential scholars, and to attend performances. We will work with stakeholders to expand these opportunities, and we will partner with communities to bring performing arts to their towns.

Keep our commitment to diversity and inclusiveness.

ECU welcomes all people to be part of our living, working, and learning community. We grow in strength as we diversify our students, staff, and faculty.