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University of North Texas

# Division of Student Affairs Strategic Plan

2017 - 2020

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# Letter from the Vice President



Since beginning in my role as Vice President for Student Affairs in 2010, I have been committed to ensuring students receive a holistic college experience—focusing not only on the academic components, but also the social components and bridging them together. As a Division, we have described our strengths as student-centeredness, collaborative spirit, and resiliency; I believe our staff work hard and enjoy what they do.

In an effort to articulate what guides us, in 2015 we worked collectively to develop our Principles and Values. These have helped shape our 2017-2020 strategic plan. Throughout the plan, there are themes of accountability, commitment to sustainable practices, and the long-term health and resiliency of our students. Additionally, there is a commitment to creativity, innovation, and excellence as we prepare our students to be leaders in our communities and workforce.

I hope you enjoy reading our 2014-2020 strategic plan and feel we have met the changing needs of our students.

Sincerely,  
Elizabeth With, Ed.D.

A handwritten signature in black ink that reads "Elizabeth With". The signature is fluid and cursive.

Vice President for Student Affairs



## Division of Student Affairs Strategic Goals

### **Diversity, Inclusion & Belonging**

Enhance student co-curricular experiences so it reflects and embraces a diverse and inclusive campus that supports each stage of the student experience, and cultivates a sense of belonging.

### **Integrity**

Provide co-curricular experiences which prepare responsible, global leaders and citizens of the world through engagement, outreach, and service.

### **Collaboration**

Sustain and explore new relationships and collaborative efforts that advance the mission of UNT.

### **Career Readiness**

Provide opportunities for personal and professional development through activities which promote team building, communication, critical thinking, leadership development, and career readiness.

### **Sustainability**

Achieve UNT's strategic goals by being good stewards of human, technological, physical, financial, and other resources.

### **Assessment**

Develop, implement, and monitor a comprehensive plan of assessment and continued quality improvement.

### **Wellness**

Provide support and guidance for the personal resilience and wellness of UNT campus constituents.



*Kappa  
Delta*

*Alpha*



# Strategic Plan

## Who We Are

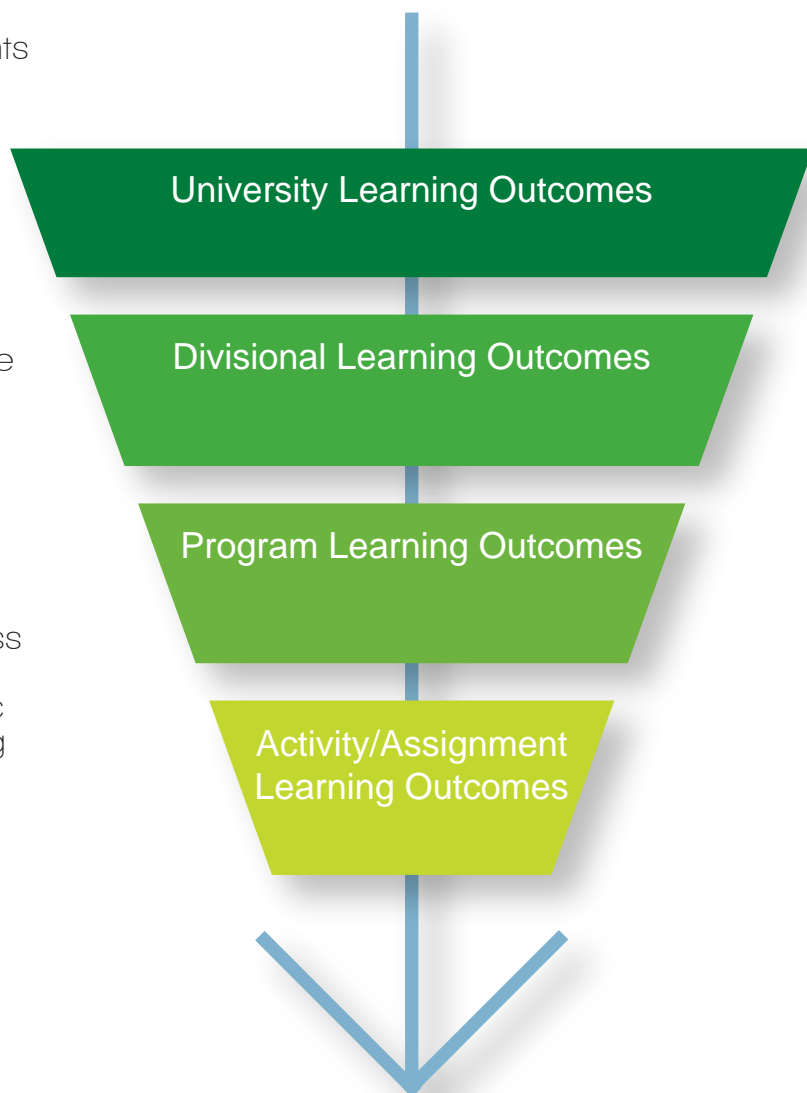
Our programs and services foster student learning and development, enhance the educational experience, and prepare students for their chosen professions and to be contributing members of a diverse global society.

We operate many of the programs and services of daily life, including on campus housing, dining, recreation, student involvement and engagement, health care, counseling, career development, and multiple opportunities to develop leadership and citizenship skills and experiences.

## Purpose of Strategic Planning

The 2017-2020 Division of Student Affairs (DSA) Strategic Plan outlines priority issues for advancing the organizational effectiveness of the Division of Student Affairs and the promotion of student success. The Strategic Plan serves as a foundation for the planning and implementation of activities throughout the division and it sets forth direction for improving overall organizational structures, program design, and resource allocation.

The progress towards division objectives will be highlighted in our Annual Report which describes key accomplishments for each identified priority as well as next steps.







# OUR COMMUNITY

## Strategic Vision of Student Affairs

The Division of Student Affairs sees the potential within all UNT students and fosters a culture of excellence and opportunity. We build a foundation for all students to succeed as contributing members in an evolving global society.

## Strategic Mission of Student Affairs

The Division of Student Affairs provides opportunities for students and the campus community to cultivate academic, personal, and professional success. We enhance the student experience through a wide array of intentional programs, services, and activities that support the life-cycle of our students.

## Principles and Values for Student Affairs

The Division of Student Affairs provides the holistic learning experience leading to lifelong student success and UNT pride through:

1. Building a diverse and inclusive community that fosters mutual understanding, thoughtfulness, and respect.
2. Engaging students in teamwork, communication, and critical thinking for leadership and career readiness.
3. Forging collaborative partnerships that advance the educational mission for the University.
4. Fostering integrity through the development of personal values and responsible citizenship.
5. Stewarding resources to promote effective and sustainable practices.
6. Following systematic assessment practices to implement progress through innovation.
7. Providing support and guidance for the personal resilience and wellness of the UNT community.

## Student Affairs Departments

Auxiliary Services • Career Center • Center for Leadership & Service • Center for Student Affairs at Discovery Park • Cheerleaders • Coliseum • Counseling & Testing Services • Dancers • Dean of Students • Dining Services • Distinguished Lecture Series • Emerald Eagle Scholars • Gateway Center • Greek Life • Green Jackets • Homecoming • Housing & Residence Life • Marketing & Communications • NTDC • Off-Campus Student Services • Office of Disability Accommodation • Orientation & Transition Programs • Parent Programs • Recreational Sports • Scrappy • Spiritual Life • Student Activities • Student Health & Wellness Center • Student Legal Services • Student Money Management Center • Student Veteran Services • Substance Abuse Resource Center • Sustainability • Transfer Center • TRIO Programs • University Day • University Union

# GOAL 1

## Diversity, Inclusion & Belonging

Enhance student success through efforts focused on the promotion of diversity, inclusion, belonging, and support.

### STRATEGY 1

Promote diversity and inclusion.

#### SUBGOAL 1

Cultivate a more inclusive university environment and promote a positive campus climate by collaborating with other university departments and community organizations to host programs and events that foster a positive diverse atmosphere and sense of belonging.

#### SUBGOAL 2

Provide a wide spectrum of programs and services that appeal to, support, and celebrate diverse populations.

### STRATEGY 2

Improve DSA programs, services, and facilities to improve student retention, graduation, and success.

#### SUBGOAL 1

Garner additional support to increase overall student retention, persistence, and graduation rates of UNT students to bring the institution more in line with national statistics for these measures.

#### SUBGOAL 2

Build collaborations and relationships with AA, DAIR, IED and other support services to address the challenges facing minority male populations at UNT.

#### SUBGOAL 3

Promote and support UNT pride and traditions.

#### SUBGOAL 4

Expand undergraduate and graduate support to maintain engagement, competitiveness, and student success.

#### SUBGOAL 5

Achieve greater impact on student success through residence life.

#### SUBGOAL 6

In partnership with other University stakeholders, identify, develop, and offer online resources to improve accessibility in curricular and co-curricular programs and activities.

### STRATEGY 3

Continue outreach to new military and veteran students.

#### SUBGOAL 1

Work with University Advancement and Alumni to create opportunities for community partners to invest financially in military/veteran students.

### STRATEGY 4

Strengthen the engagement of Alumni.

## GOAL 2

# Integrity

Provide co-curricular experiences which prepare responsible, global leaders, and citizens of the world through engagement, outreach, and service.

### STRATEGY 1

Enhance the number of community engagement, outreach, and service related initiatives.

#### SUBGOAL 1

Expand opportunities for community based agencies to participate in DSA programming.

#### SUBGOAL 2

Guide the development of residential communities, as well as other DSA services and programs that will feature healthy social and intellectual engagement, self-governance, community persistence, and community identity,

#### SUBGOAL 3

Engage in a comprehensive professional enrichment strategy to enhance social justice.

#### SUBGOAL 4

Promote acts of volunteerism and civic engagement,

#### SUBGOAL 5

Educate students on ways to promote philanthropic engagement at any level of community.

#### SUBGOAL 6

Instill and foster a culture of compassion, kindness, humanity, and service.

#### SUBGOAL 7

Increase the number of international, domestic, and statewide service experiences,

### STRATEGY 2

Evaluate current strategies utilized for outreach to gauge and improve upon their effectiveness.

#### SUBGOAL 1

Evaluate the community engagement, outreach, and service hours performed by Greek Life members/chapters.

#### SUBGOAL 2

Evaluate the community engagement, outreach, and service to parents.

### STRATEGY 3

Collaborate with other departments, divisions, and agencies, to expand current engagement, outreach, and service opportunities.

#### SUBGOAL 1

Engage UNT constituents.

#### SUBGOAL 2

Engage K-12 personnel and students.

### STRATEGY 4

Incorporate programmatic practices to promote global understanding, diversity, and respect for self and others, where applicable.

#### SUBGOAL 1

Review the effectiveness of sanctions assigned to students who violate UNT's alcohol and drug policies.

## GOAL 3

# Collaboration

Sustain and explore new relationships and collaborative efforts that advance the mission of UNT.

### STRATEGY 1

Maintain and enhance collaborative efforts with existing partners.

### STRATEGY 2

Seek new opportunities to achieve common goals.

### STRATEGY 3

DSA will provide co-curricular experiences which cultivate personal growth and career development.



# GOAL 4

## Career Readiness

Provide opportunities for personal and professional development through activities which promote team building, communication, critical thinking, leadership development, and career readiness.

### STRATEGY 1

Expand high impact practices (HIPS) to allow students to apply learning to real life, to make connections, reflect, and integrate learning.

#### SUBGOAL 1

Incorporate HIPS into campus employment for improved outcomes for student employees.

#### SUBGOAL 2

Incorporate activities so that student employment experiences will contribute positively to the student's written communication skills, oral communication skills, conflict resolutions skill, and time management skills.

#### SUBGOAL 3

Supervisors of student employees will develop and utilize orientation/training checklists and materials.

#### SUBGOAL 4

Infuse experiential learning in co-curricular programs.

### STRATEGY 2

Increase job placement and internship opportunities in the community.

#### SUBGOAL 1

Strengthen relationships with UNT Alumni Affairs to develop additional mentoring opportunities for alumni and students in the workforce.

#### SUBGOAL 2

Expand student's career relevant competencies through out-of-class experiences.

### STRATEGY 3

Increase student leadership development efforts in all division and departmental programming.

#### SUBGOAL 1

Prepare students for leading roles in an innovation-driven, global society.

#### SUBGOAL 2

Promote student growth and development through exposure to and promotion of skills and experiences in leadership development, cultural competency, and collaboration with and motivating others.



## GOAL 5

# Sustainability

Achieve UNT's strategic goals by being good stewards of human, technological, physical, financial, and other resources.

### STRATEGY 1

Recruit strategically to attract and retain highly skilled and diverse candidates in order to more efficiently serve the needs of students.

#### SUBGOAL 1

Develop division wide professional development programs for each of the strategic directions to increase knowledge about division priorities.

#### SUBGOAL 2

Assess staff needs and interests and use the results to provide and evaluate Student Affairs development areas. Make recommendations for improvement and include in the annual report.

#### SUBGOAL 3

Develop and disseminate a divisional directory of key departmental contacts on various functional topics so staff have a basis for referring calls and inquiries and knowledge of areas.

#### SUBGOAL 4

Offer coordination of teleconferences, webinars, and expert visits for training and continuing education opportunities.

#### SUBGOAL 5

Annually evaluate and implement changes to the division's New Employee Orientation.

#### SUBGOAL 6

Implement a division calendar with all significant dates and deadlines.

#### SUBGOAL 7

Provide staff trainings, communications, and materials to ensure that UNT complies with ADA mandates and is current with national standards and best practices.

#### SUBGOAL 8

Support staff in their efforts to grow, learn, and develop professionally.

#### SUBGOAL 9

Increase the number of DSA staff holding leadership positions in regional and national organizations.

### STRATEGY 2

Identify and utilize innovative technological resources to enhance the co-curricular experience and make constituents more aware of services and programs.

#### SUBGOAL 1

Continue playing a proactive role in the identification, development, and implementation of automated solutions and other technologies that aid in the provision of high quality services for students and other constituents.

#### SUBGOAL 2

Develop DSA Business Continuity Plans, Policy and Procedures Manual, Brochure, Directory, and Guidebook, to ensure smooth transition and training of new employees.

## GOAL 5 CONTINUED

### SUBGOAL 3

Develop new innovative and cost-effective strategies for communicating with students.

### SUBGOAL 4

Improve and develop websites, transition guides, and other interactive media that supports student transitions into and through their academic career at UNT.

### SUBGOAL 5

Increase awareness and understanding of issues, decisions, and accomplishments through informative communications to diverse audiences.

## STRATEGY 3

Enhance facilities and infrastructure to support student learning.

### SUBGOAL 1

Effectively manage and incorporate learning spaces within all facilities, new construction, and renovations.

### SUBGOAL 2

Advocate for sustainability practices in a variety of settings.

## STRATEGY 4

Increase development and fundraising efforts.



## GOAL 6

## Assessment

Develop, implement, and monitor a comprehensive plan of assessment and continued quality improvement.

### STRATEGY 1

Implement and monitor a comprehensive plan of assessment.

#### SUBGOAL 1

Intentionally create and measure learning outcomes for our programs, services, and student development.

#### SUBGOAL 2

Improve efficiencies through the utilization of program review recommendations in short and long term planning.

#### SUBGOAL 3

Review business practices to streamline processes to improve service provision.

#### SUBGOAL 4

Develop a holistic Student Affairs learning outcomes framework.

#### SUBGOAL 5

Reference and employ CAS assessment recommendations as a guiding framework for FY 17-19 strategic planning and implementation.

#### SUBGOAL 6

Identify opportunities to demonstrate how programs and services add value to the student experience.

#### SUBGOAL 7

Utilize data to enact improvements.

### STRATEGY 2

Leverage the Assessment Team to advance consistent DSA assessment processes, collaborative relationships across divisions, and data-driven changes that support institutional and DSA priorities.

#### SUBGOAL 1

Facilitate sharing of assessment data and best practices to enhance a culture of evidence.

### STRATEGY 3

Establish divisional competencies and standards of performance for exempt employees that are reflected in job descriptions and performance reviews.





## GOAL 7

# Wellness

Provide support and guidance for the personal resilience and wellness of UNT campus constituents.

### STRATEGY 1

Increase visibility and promotion of wellness resources.

#### SUBGOAL 1

Innovatively promote and enhance health promotion programming.

### STRATEGY 2

Design and implement programs and services which help students learn how to reduce risk behaviors and maintain positive health behaviors.

#### SUBGOAL 1

Launch [enhance] a financial literacy webpage enhancing multimedia use with comprehensive online resources for students and the general public.

#### SUBGOAL 2

Implement additional therapy groups for students with mental health concerns.

#### SUBGOAL 3

Continue to support the mental health needs of students and campus community by providing services of licensed professional counselors, psychiatrists, and psychologists. These professionals will provide suicide prevention and bystander trainings to the UNT community.

### STRATEGY 3

Use health related data to advance the University's understanding of student health issues.





DIVISION OF  
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