



**Task Force:** Student Affairs Task Force  
**Committee Name:** Mission, Vision, and Values Action Team  
**Date:** November 26, 2018

**Committee Chair(s):** Dr. Gardiner Tucker, Dean of Students & Dr. Becky Broghammer, Title IX Investigator & Conflict Mediator

**Committee Members and Titles:**

- Patrick Bussiere, Graduate Student
- Jennifer DeSousa, Executive Office Manager & Administrative Assistant
- Dr. Jenna Finley, Executive Director
- Forrest Swick, IT Supervisor
- Bryan VanDriel, University Center Operations and Technology Manager

## Summary of Recommendations

<b>Values:</b> Integrity	Intellectual Freedom	Caring
Inclusion	Transparency	Well-Being
Equity	Learning	Belonging
Identity	Balance	

**Vision:** The UNC Division of Student Affairs co-creates an inclusive Community of Bears that transforms the attitudes, skills, knowledge, and practice of all students while challenging and supporting them to lead lives of impact and social change. The division engages every student, holistically, to become equity-minded, career-ready graduates through caring and transparent leadership.

**Mission:** Through a social justice lens the Division of Student Affairs exists to enhance student learning through a diverse array of purposeful services and developmental opportunities leading to graduation and career readiness.

## Detailed Discussion of Recommendations

### **1. In what ways do these recommendations align with the guiding principles for all task force committees?**

The development of the Mission, Vision and Values specifically address the intentions of the guiding principles through careful consideration of the students we serve, the resulting measurable, and collaborative, transparent leadership specifically designed to support student success.

### **2. What resources would be saved or required to implement and sustain these recommendations? Remember that resources include human, financial, technology, and facilities.**

The use of the Mission, Vision and Values will guide the resource assessment and saving process within the strategic planning.

### **3. How would implementation of these recommendations improve existing programs and services?**

The Mission, Vision and Values will improve existing programs and services by providing a collective and focused direction and purpose to the work completed by the entirety of the division. This intentionality will better serve our students with a community approach to the student's specific success.

### **4. What services or programs could be phased out because they would no longer be needed or because implementation of the recommendations would represent a more effective and efficient use of university resources?**

The Mission Vision and Values will provide the framework to assist in identifying those services and/or programs not specifically meeting the intentions of the division. Current data from the Integrated Postsecondary Education Data System (IPEDS) coordinated by the National Center for

Education Statistics indicates that, in comparison with our peer institutions, UNC spends nearly three times as much per student FTE in the Student Support functional expense category. It is possible that UNC is not necessarily spending more but is counting more services than our peer institutions. For example, some institutions, like UNC, report Athletics in Student Service expense while other institutions do not. Understanding which services, we institutionally report to IPEDS to identify our Student Support expense, may identify more effective and efficient usage of university resources. These institutional data are forthcoming in December 2018 and when available, task force members will conduct an analysis to better understand the issue.

Specifically, the Committee believes identifying the Student Service expenses may shed light on specific areas where colleges, specific academic programs, and co-curricular areas are duplicating, at a minimum, the following services:

- Career-readiness activities
- Advising
- Business Manager Functions
- Student Support Staff

**5. Who would be primarily responsible for implementing these recommendations and have those individuals/units been consulted?**

The implementation of these Mission, Vision and Values will be the responsibility of the leadership team within each service and program to ensure their specific responsibilities are aligning with the stated division Mission, Vision, and Values.

**6. Action Plan – complete the table on the following page outlining the concrete actions required for implementing your committee’s recommendations, performance metrics (how we would know UNC is making progress and/or achieving success), who would be responsible for implementation, and whether implementation would begin in the short or long term.**

Action Plan (add lines as needed)

Recommendation 1: Creation of the mission, vision, and values of the new division of student affairs.		
Performance Metric(s): Adoption of Mission, Vision, and Values of new division of Student Affairs by all departments and programs within new division.		
Action	Responsibility	Short or Long Term
Student Affairs Task force creates and implements a mission, vision, and values directly reflecting their approach to student affairs work at UNC.	Student Affairs Task Force	Short Term
Recommendation 2: Adoption of Mission, Vision, and Values of new division of Student Affairs by all departments and programs within new division.		
Performance Metric(s): Solicit and incorporate feedback to proposed mission, vision, and values of new division of Student Affairs		
Action	Responsibility	Short or Long Term
Create opportunity for feedback from the general UNC community on January 8 <sup>th</sup> and use this information to create a finalized mission, vision and values list for the new division of Student Affairs.	Student Affairs Task Force Mission, Vision and Values Action Team Co-Chairs.	Short Term