



## Division of Student Affairs Strategic Plan FY24-FY29

### **SAES Divisional Goal One**

The division will provide strategic leadership in facilitating efforts to recruit, enroll, and retain talented students who are accomplished in extracurricular endeavors and broadly diverse.

#### **Student Affairs Strategies and Tactics**

#### **1.1 *Establish programs and services that foster an inclusive campus culture that contributes to university retention and completion goals following the SEM (Strategic Enrollment Management) Plan***

- 1.1.1 Collaborate with Facilities Management to improve indoor and outdoor spaces that attract students to campus and support community building, accessibility, and sense of belonging.
- 1.1.2 Establish programs and traditions that promote a sense of belonging, institutional pride, and celebration of community.
- 1.1.3 Develop differentiated services for different populations of underserved students, including graduate and extended campus students.
- 1.1.4 Establish a holistic approach to student success that focuses on equitable student wellbeing, including support for mental health, substance use prevention and harm reduction, and basic needs support.

#### **Unit Action Plan Tactics FY 24-26:**

- Expand Peer to Peer Educational and programmatic opportunities with a focus on health equity.
- Continue to expand enhanced dining and gathering options at TK, Kepner, and the fan experience at athletic events.
- Launch Career Readiness AAC&U Faculty Fellows Program.
- Launch the Center for Student Wellbeing, supporting students' basic needs, including a larger Bear Pantry.
- Redesign the student conduct process for students and organizations.

- Assess and design a new structure for Fraternity and Sorority Life.
- Create a guided pathway/map of the co-curricular experience.
- Continue to implement Housing Reimagined, including the launch of a comprehensive, collaborative First Year Experience.
- Build capacity for a collaborative Second Year Experience, focusing on career readiness.
- Create partnerships to increase inclusion of students with disabilities.
- Evaluate the Counseling Center liaison and consultation process and make improvements to partnerships that support retention, sense of belonging, and support of students with marginalized identities.
- Create a peer mentoring program for students with disabilities.
- The Dean of Students office will create student learning outcomes for each type of meeting with students to support a holistic approach to the 1:1 time with students.
- Develop internal and external partnerships that support student basic needs.

**1.2 *Develop opportunities for all students to participate in high impact practices based on American Association of Colleges and University's (AAC&U's) Essential Elements for High Impact Practices (2022).***

- 1.2.1 Develop a cohesive program for first-year, second-year and transfer students, using a curricular approach.
- 1.2.2 Re-design student employment as a high-impact practice through use of Cornerstone, creating student learning outcomes that align with career readiness, and training of supervisors.
- 1.2.3 Provide opportunities in the co-curriculum for students to integrate knowledge through real-world application opportunities such as community-based / service-learning and internships.
- 1.2.4 Provide opportunities in the co-curriculum for students to interact with faculty, staff, and peers over matters of substance.

**Unit Action Plan Tactics FY 24-26:**

- Implement the Constructive Dialogue Institute's Perspectives Program with student leaders.
- Inventory High Impact Practices.
- Provide training on High Impact Practices.
- Redesign living-learning communities and faculty-in-residence program.
- Launch Student Employment tool kit as first step in student employment as a High Impact Practice.
- Dining will hire, train, and evaluate staff using student learning outcomes that align with NACE (National Association of Colleges and Employers) competencies.

- ASAP (Assault Survivors Advocacy Program) will assess its internship, volunteer programs, and refine so interns, volunteers, and GAs (Graduate Assistants) are having meaningful experiential learning opportunities.

## **SAES Divisional Goal Two**

The division will meet the needs and interests of UNC students and staff promoting a sense of community, engagement, responsibility, and co-curricular development; while supporting personal health, safety, and wellness.

### **Student Affairs Strategies and Tactics**

#### **2.1 *Develop and implement a Student Affairs curriculum to guide a developmentally sequenced, coherent learning plan.***

- 2.1.1 Teach students to build and document a complete curricular and co-curricular experience.
- 2.1.2 Student affairs units will develop educational opportunities that tie to student learning outcomes that are within the unit's purview.
- 2.1.3 Develop an assessment plan for student learning around self-awareness, wellness, equity, career readiness, interpersonal engagement, and leadership.

### **Unit Action Plan Tactics FY 24-26:**

- Implement a pre-orientation canvas course to help with access to critical topics and promote familiarity with Canvas prior to the start of the academic year.
- Investigate and develop a system (i.e., Notation on Linked In, Badging, Co-curricular Transcript) to help students develop a co-curricular plan and track their learning/progress.
- HRE will assess and renew its FYE including the programming that happens in Engagement Centers during the first six weeks, and the curriculum of Bear Chats.
- Counseling Center will expand programming that promotes a sense of community, and values health, safety, and well-being.
- The Dean of Students/Office of Student Conduct and Accountability will develop Student Learning Outcomes for each meeting type in the conduct process.
- ASAP will collaborate with campus partners to implement programming that promotes a sense of community and learning about personal health and wellness.
- Develop a career-focused Second Year Experience.

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## **2.2 *Support a culture of continuing education and implementation of best practices among Student Affairs staff.***

- 2.2.1 Work with staff to develop professional development plans that align with NASPA Core Competencies.
- 2.2.2 Develop mentoring programs for staff who wish to be in leadership positions in Student Affairs.
- 2.2.3 Develop career ladders that give staff pathways for promotion.
- 2.2.4 Increase staff research, writing, and conference presentations.

### **Unit Action Plan Tactics FY 24-26:**

- Dean of Students Office will rewrite all job descriptions and develop professional development plans for staff based on NASPA and ASCA Core Competencies.
- Campus Recreation will align the budget and resources with the need to provide increased opportunities for staff to receive continuing education and networking opportunities.
- HRE will align budget and resources with the need to provide continuing education, and professional involvement/networking.
- HRE will develop staff training aligned with ACUHO-I, NACE, and NASPA competencies to support Housing Reimagined.
- Dining will support a culture of continuing education and implementation of best practices among dining staff.
- Dining will offer a leadership mentoring program to staff interested in advancing into management roles.
- The Center for Career Readiness will offer training to DSA staff to increase understanding of skills in career readiness/NACE competencies.

### **SAES Divisional Goal Three**

The division will foster a campus climate of acceptance and accountability by striving to prepare all members of the division and the communities that we serve to thrive in an intercultural society.

#### **Student Affairs Strategies and Tactics**

### **3.1 *Support a sense of belonging for students and staff at UNC.***

- 3.1.1 Assess and address organizational culture, policies, and practices that are inequitable.

- 3.1.2 Improve resources and services offered to meet the unique needs of underserved and underrepresented student and staff populations.
- 3.1.3 Hire and develop professional and student staff who reflect the student body.
- 3.1.4 Provide leadership in increasing the accessibility of programs and facilities.

**Unit Action Plan Tactics FY 24-26:**

- Campus Recreation will create inclusive recreation experiences across the spectrum of abilities, cultures, interests, and backgrounds through program diversification, community building, and expanded marketing.
- New Student Orientation will offer increased community building through small group experiences with Orientation Leaders.
- Fraternity and Sorority Life will be rebuilt to offer safe, supportive opportunities for students.
- New Student Orientation will investigate using Orientation Leaders throughout the first year of transition to provide coaching to students on involvement / engagement / finding their community.
- HRE will provide expanded leadership development and community engagement through Lead On, RHA, and Engagement Center programming
- DOS will assess and address culture, policies, and practices—including rewriting the Code of Conduct, creating an organization investigation process, and implementing alternate dispute resolution processes/solutions.
- DOS will implement universal design practices and techniques into all student conduct processes.
- DOS will assess and relaunch the Student of Concern/Student Outreach and Support process.
- DRC will expand educational and social programming specifically for students with disabilities, creating space for them to connect around shared identity.
- HRE will relaunch student staff training to increase skills in facilitating a sense of belonging/DEIB.
- OHP will develop partnerships in support of becoming a Health-Promoting University.
- OHP will implement comprehensive Health Equity programming that addresses the diverse needs of the community.
- The Center for Career Readiness will continue to offer workshops like “Your Queer Career” and expand options for other students with marginalized identities.

**3.2 *Provide opportunities for students to contend with ideas, experiences, and circumstances that are different from their own.***

- 3.2.1 Teach skills in constructive dialogue and conflict management and allow time and place for practice.

- 3.2.2 Teach skills in civic engagement and encourage active participation in a diverse democracy.

#### **Unit Action Plan Tactics FY 24-26:**

- Implement the Constructive Dialogue Institute’s Perspectives Program with student leaders.
- Launch the Bears Vote Coalition and enhance collaborative programming that supports participation in a diverse democracy.
- Increase opportunities to learn skills in conflict through DOS Alternate Dispute Resolution processes.
- Hire a position that will be responsible for leadership development and civic engagement, including opportunities for service/community-based learning.

#### **SAES Divisional Goal Four**

The division will develop “Methods of Evidence” that define and demonstrate the effectiveness of SAES (Student Affairs and Enrollment Services) programs and facilities on student success.

#### **Student Affairs Strategies and Tactics**

#### **4.1 *Develop a comprehensive Student Affairs assessment plan that includes assessment of student learning, student satisfaction, and program effectiveness.***

4.1.1 Refine the Student Affairs curriculum.

4.1.2 Refine key performance indicators for the operations of student affairs.

4.1.3 Align the assessment plan with the Division’s assessment plan and annual impact report.

#### **Unit Action Plan Tactics FY 24-26:**

- Develop a department assessment plan that includes assessment of SLOs, KPIs in strategic planning, business intelligence, satisfaction/point of service/voice of the customer data, and feedback loops.
- All units will have assessment plans.

#### **4.2 *Develop a culture of assessment and improvement.***

4.2.1 Provide training for staff in assessment, evaluation, research, and storytelling.

- 4.2.2 Create assessment tool kits for units to use to make assessment easier and done with consistent methods.
- 4.2.3 Create an annual Student Affairs Assessment Fair that allows staff to share their research/assessment projects.

**Unit Action Plan Tactics FY 24-26:**

- Campus Rec will conduct experience sharing polling within social media campaigns.
- Bear Connect and other student affairs platforms will be used to assess events/participation.
- Student Affairs will convene twice a year to share AER amongst units and discuss implications for practice.
- Improve data storytelling within the university.