

**St. Ambrose University
Division of Student Affairs**

2007-2012 Strategic Plan – 2012 Final

University Mission Statement

St. Ambrose University - independent, diocesan, and Catholic - enables its students to develop intellectually, spiritually, ethically, socially, artistically, and physically to enrich their own lives and the lives of others. (04/07/06)

University Vision Statement

St. Ambrose will be recognized as a leading Midwestern university rooted in its diocesan heritage and Catholic Intellectual Tradition. Ambrosians are committed to academic excellence, the liberal arts, social justice and service. (01/19/09)

Student Affairs Vision Statement

To engage each student in a journey toward holistic development and responsible citizenship. (3/24/06)

Student Affairs Mission Statement

In support of the educational mission, the division of Student Affairs collaboratively seeks to enrich the holistic development of students by fostering personal growth, social responsibility, and a sense of community. (03/17/06)

Plan Perspective

The primary role of Student Affairs is to support the academic mission of St. Ambrose University. Student Affairs fulfills a dual, sometimes competing, purpose of providing customer service to students and families while contributing to the growth and development of each student through intentional processes and programs. Our work is critical to the holistic development of students and seeks at all times to be intentional in nature and action.

Theoretical Foundation

As a Catholic educational institution, we utilize the latest thinking and research from our respective professional organizations. Our purpose on a daily basis is to contribute to the Catholic Intellectual Tradition and further the fundamental tenants of Catholic social teaching. To achieve this, we are guided by the *Principles of Good Practice for Student Affairs at Catholic Colleges and Universities* (ASACCU, Fall 07). Further, we seek to enhance our support of the learning environment through developmental theories and research emphasizing personal responsibility, self empowerment, identity development and experiential learning models.

Plan Terms Defined

Co-curricular – Activities outside the traditional classroom that further one’s educational experience.

Community – Typically referring to the campus community to include all students, faculty and staff.

Culture – Is a collection of attitudes, values, and behaviors that are characteristic of a particular group or organization.

Cultural Competency – Cultural competency is the ability to work effectively across cultures.

Diversity – Any and all differences between people while appreciating those historically marginalized by race, class, gender, sexual orientation, gender identity, religion, immigration status, age or whatever form ‘other’ takes in any given group or organization.

Identity – Individual self-definition that makes each of us unique from others. Who each in our community come to know themselves to be, chosen or ascribed. Complex in nature, our identity is “shaped by individual characteristics, family dynamics, historical factors, and social and political influences” (Tatum, 1997).

Participation- Defined as service to one organization and attendance at one co-curricular event each semester.

Personal growth – learning and development experienced by each student within the SAU learning environment.

Responsible Citizen – One who actively learns, engages, and influences the community for the common good.

Social Responsibility – A commitment to our call and obligation as Ambrosians to enrich the lives of others through our action, influence, initiative and modeling. Examples include, but are not limited to, volunteerism and service, responsible and active involvement in the campus community and the broader world, a demonstrated awareness of and appreciation for one’s own and other cultures so as to relate interpersonally to those different from themselves.

Tradition – An event that occurs regularly within the campus environment that defines the essence of our institution.

Division Strengths

People – Our division employs committed, caring professionals who embody what it means to be an Ambrosian.

Responsiveness – Committed to strong customer services, we respond attentively to individual and group concerns.

Adaptability – Recognizing the student and University landscapes are constantly changing, we embrace the need to actively adapt our initiative to be most efficient and effective.

Facilities – We enjoy facilities of high quality that enable us to deliver an intentionally educational environment.

Openness to Feedback – Committed to continuous quality improvement, we demonstrate our desire to receive feedback through the active collection of feedback and performance data.

Areas for Division Improvement

Collaborative initiatives – Recognizing the need to be effective stewards of our resources, we embrace the notion that we must deliver a team-oriented and collaborative approach to program delivery. This in particular is an area targeted for significant movement during this strategic plan cycle.

Team focused mission directed goals – This document represents the first of it’s kind in our division. As noted above, we see this as functionally necessary to our success as a division.

Strategic Plan Goals

Plan Goal 1 – We will foster on-going personal growth opportunities for each student.

Objective 1.1: Each student will be oriented to expectations for success.

- Strategy 1.1.1: New student orientation will annually articulate expectations for success.
- Strategy 1.1.2: The concept of the individual personal journey will be comprehensively communicated to students.

Anticipated	Completed
April 2007	June 2007
Oct 2008	June 2008

- Strategy 1.1.3: Strategies for success (based on the learning outcomes from *Learning Reconsidered*) will be incorporated into the curriculum of a pilot group of New Student Seminar
- Strategy 1.1.4: The pilot group's curriculum will be assessed to demonstrate worth & merit
- Strategy 1.1.5: The strategies for success will be marketed for inclusion in all NSS courses
- Strategy 1.1.6: Contacts between S.S. team and students will involve purposeful dialog regarding personal growth issues

Objective 1.2: Students will utilize an established guiding network to facilitate learning.

- Strategy 1.2.1: A division-led task force will be charged by the Dean of Students to create the mentor network framework.
- Strategy 1.2.2: Findings and recommendations will be presented to the Dean of Students and the L.T.
- Strategy 1.2.3: A planning and development program to implement the student guiding network will be designed by the LT. with a pilot program started Spring 2011.
- Strategy 1.2.4: Implementation needs will be presented in the October 2011 planning cycle (for 2012).
- Strategy 1.2.5: Annual assessment and appropriate improvements will be completed.

Objective 1.3: Students will recognize the benefits of and demonstrate goals toward leading a healthy/well lifestyle.

- Strategy 1.3.1: A division-led task force will be charged by the Dean of Students to define, market, and develop this wellness program for the SAU community.
- Strategy 1.3.2: Findings and recommendations will be presented to the Dean of Students and the L.T.
- Strategy 1.3.3: The planning and development process for the wellness program will be approved by the LT.
- Strategy 1.3.4: Implementation needs will be presented in the September 2010 planning cycle (for 2011).
- Strategy 1.3.5: Annual assessment and improvements completed.

Objective 1.4: Students will gain a strong sense of their identity and value in the community.

- Strategy 1.4.1: Co- curricular activities will be provided to create a welcoming climate for students to examine their personal identity.
- Strategy 1.4.2: Divisional staff will be intentional with student interactions by challenging and supporting their personal journey toward identity formation and sense of personal value.
- Strategy 1.4.3: Student identity formation and sense of value will be assessed.
- Strategy 1.4.4: A mentor program, focused on personal development, will be utilized annually to facilitate reflective interaction between staff and students.
- Strategy 1.4.5: Evaluations will be reviewed annually and subsequent changes made as appropriate.

Objective 1.5: Each student will demonstrate co-curricular experiences annually.

- Strategy 1.5.1: Clearly defined expectations of involvement are communicated to prospective students and "formalized" through a letter of expectation and/or letter from the Dean of Students.
- Strategy 1.5.2: Co-curricular transcripts are maintained and annually discussed by students and their

Aug 2009	Aug 2009
Mar 2009	Mar 2009
Aug 2010	Aug 2010
Sept 2011	On going
Oct 2007	Oct 2007
Mar 2008	Apr 2008
Dec 2010	Aug 2011
Sep 2011	Oct 2011
Apr 2012	On going
Oct 2007	Oct 2007
Mar 2008	Apr 2008
Jan 2011	Aug 2011
Sep 2011	Oct 2011
Apr 2012	Apr 2012
Aug 2007	Aug 2007
Aug 2009	On Going
Nov 2010	Hold*
Oct 2010	Hold*
Mar 2012	On Going
Mid-term 2008 (Oct)	Aug 2009
Spring 2010	Hold*

mentors and their advisor/mentors.

- Strategy 1.5.3: Annual inventory and discussion will occur between student and their mentors to evaluate progress, redefine expectations and establish goals.

Plan Goal 2 – The Student Affairs Division will foster a sense of social responsibility in students.

Objective 2.1: Volunteer and service activities will be an annual part of a student’s SAU experience.

- Strategy 2.1.1: A baseline report will be created to identify how the division and institution promote and participate in service.
- Strategy 2.1.2: The value of incorporating volunteerism and service into student organizations activities and division programming will be marked as an expectation of an Ambrosian (see 2.3.4).
- Strategy 2.1.3: Annual data collection for the division to demonstrate outcomes will be established.
- Strategy 2.1.4: Mechanisms will be created to highlight, acknowledge, and reward volunteerism and service.
- Strategy 2.1.5: The means and feasibility of incorporating service/volunteerism in the co-curricular transcript will be determined.
- Strategy 2.1.6: The feasibility of introducing an institution-wide volunteer based initiative program model will be explored.

Objective 2.2: Students will actively participate in the campus and/or broader community.

- Strategy 2.2.1: Systematic communication on the correlation between involvement and success will occur annually.
- Strategy 2.2.2: The Division will provide an annual means of training and development for student leaders and advisors.
- Strategy 2.2.3: The implementation of an involvement worksheet to chronicle participation will be explored.
- Strategy 2.2.4: A revised involvement worksheet will be created.
- Strategy 2.2.5: Student Affairs will create a baseline report to identify campus & community participation rates.
- Strategy 2.2.6: The revised co-curricular transcript will be implemented.
- Strategy 2.2.7: Campus outreach to underserved student populations will be established.
- Strategy 2.2.8: A means for tracking participation rates will be established.

Objective 2.3: Initiatives will be provided to encourage community interaction that demonstrates the core values of integrity, honesty, mutual respect and ethical behavior.

- Strategy 2.3.1: An SAU citizenship statement will be created and posted
- Strategy 2.3.2: Division will intentionally promote and model these values in day to day conversations with students by using the Ambrosian citizenship statement to inform conversations (see 1.4.2).

Mar 2011	Hold*
Oct 2010	Oct 2010
Feb 2010	Jan 2010
Dec 2010	Ongoing Dec
Feb 2011	May 2012
Oct 2009	Oct 2009
June 2012	Hold*
Sept 2009	June 2009
Sept 2009	Sept 2009
Oct 2009	Apr 2010
Jan 2011	June 2010
Oct 2010	Dec 2010
Sept 2010	Hold*
Aug 2010	On going
Dec 2012	Hold*
Dec 2007	June 2008
Feb 2010	Jan 2010

- Strategy 2.3.3: Core values will be annually infused in division programs.
- Strategy 2.3.4: Programs and opportunities will be created for students to experience value-based interaction with peers.
- Strategy 2.3.5: Values will be annually measured by institutional survey instruments.

Objective 2.4: Students will demonstrate cultural awareness and competency.

- Strategy 2.4.1: A division coalition will be established to explore infusing cultural competency initiatives into the curricular and co-curricular environments.
- Strategy 2.4.2: Visible markers denoting our support for and appreciation of diverse perspectives will be established as appropriate.
- Strategy 2.4.3 Division initiatives will be coordinated with the Diversity Work Group.
- Strategy 2.4.4: Broader community groups will be identified to create partnerships and co-sponsorships.
- Strategy 2.4.5: New diversity program initiatives, with an emphasis on student-initiated action, will be explored annually to further the institutional mission and values.

Plan Goal 3 – We will foster a sense of community.

Objective 3.1: Our community will annually welcome, respect, and reflect the diverse aspects of our students' environment.

- Strategy 3.1.1: Update of SS programming focus will occur annually in December for the upcoming academic year; developed in conjunction with the University academic theme.
- Strategy 3.1.2: The SS programming focus will annually guide educational initiatives and promote a sense of community throughout campus.
- Strategy 3.1.3: We will create and maintain a visible appreciation for diversity annually.

Objective 3.2: Students will recognize the benefits of community engagement and develop a sense of belonging.

- Strategy 3.2.1: Annual summer orientation presentations will encourage involvement and activities will intentionally foster connectedness among the first year peer group.
- Strategy 3.2.2: Welcome week and departmental programming initiatives will annually reflect student perspectives so as to encourage participation and affirmation of one's welcome.
- Strategy 3.2.3: Student Affairs staff will annually provide a presence in the classroom through NSS, *Don't Cancel Class* offers, and other faculty contacts.
- Strategy 3.2.4: Student engagement and sense of belonging will be assessed utilizing current institutional assessment tools.
- Strategy 3.2.5: Annual review of student assessments will result in program changes that reflect feedback.

June 2010	June 2010
June 2011	June 2011
May 2012	Not accomplished
May 2009	May 2009
June 2010	On going
June 2010	On going
Dec 2009	May 2009
June 2012	June 2012
Fall 2007	On going
Spring 2008	Spring 2008
May 2010	On going
June 2007	June 2007
June 2008	June 2008
Fall 2007	On going
May 2009	May 2009
Jan 2010	Aug 2010

Objective 3.3: Divisional staff training and development will be delivered for all departments annually.

- Strategy 3.3.1: A training and development team (TDT) will be formed consisting of 4 members serving on a 2-year staggered commitment. The chair will serve a 3-year commitment.
- Strategy 3.3.2: The TDT will analyze other institutional staff training and development programs and create a draft of recommendations.
- Strategy 3.3.3: The new training and development program will be approved by the LT.
- Strategy 3.3.4: Implementation needs will be presented in the October 2011 planning cycle.
- Strategy 3.3.5: TDT will annually assess the training and development program effectiveness.

Objective 3.4: Ambrose traditions will be created, fostered, and supported annually.

- Strategy 3.4.1: A comprehensive list of current and proposed traditions will be compiled and prioritized.
- Strategy 3.4.2: Staff will initiate annual campus-wide discussions on the identification and fostering of University traditions.
- Strategy 3.4.3: Recognized traditions will be incorporated into the 2011-2012 programming calendar.
- Strategy 3.4.4: The Ambrose Traditions list will be reviewed and updated annually.

Plan Goal 4 – We will influence the University organizational culture.

Objective 4.1: To better serve our clients, we will implement a comprehensive customer service program for all staff in the Office of Student Affairs.

- Strategy 4.1.1: The Customer Service Working Group will collect and review existing departmental standards of performance and training materials.
- Strategy 4.1.2: The working group will collect and review existing departmental standards of performance and training materials.
- Strategy 4.1.3: The working group will collect and review existing customer service models from outside the university.
- Strategy 4.1.4: The TDT will review plan goals 1-3 of the Student Affairs' Strategic Plan to identify standards of excellence for the Student Affairs' division and send the standards of excellence to the working group.
- Strategy 4.1.5: The working group will develop and submit a customer service model which includes the Student Affairs' standards of excellence to the leadership team for review and approval.
- Strategy 4.1.6: The working group will implement customer service training for staff.
- Strategy 4.1.7: The working group will evaluate the customer service training model and submit revisions as indicated to the Leadership Team.
- Strategy 4.1.8: The Leadership Team will review proposed revisions and submit recommendations for review or approval to the working group.
- Strategy 4.1.9: The Leadership Team will adopt a method to recognize individuals within the Student

Oct 2007	Oct 2007
Dec 2009	Pilot 09-10
May 2010	May 2011
Oct 2010	Oct 2011
Mar 2011	Mar 2011
Sept 2010	May 2011
Jan 2012	Hold*
Sept 2011	Sept 2011
May 2012	On-going
July 2007	July 2007
July 2007	July 2007
July 2007	July 2007
Dec 2008	Dec 2008
May 2009	May 2009
Aug 2008	Aug 2008
May 2009	May 2009
May 2009	Aug 2009
Jan 2010	Aug 2010

Affairs' division for excellence in customer service.

Objective 4.2: To assess our effectiveness in meeting Student Affairs' standards of excellence, the Training and Development Team (TDT) will train and evaluate the members of our division annually.

- Strategy 4.2.1: The Training and Development Team will review plan goals 1-3 of the Student Affairs' Strategic Plan to incorporate into our identified standards of excellence for our division.
- Strategy 4.2.2: The Training and Development Team will present for review the standards of excellence, inclusive of our plan goals 1-3, to the Leadership Team.
- Strategy 4.2.3: The Leadership Team will distribute our standards of excellence to the campus community and welcome their feedback.
- Strategy 4.2.4: The Leadership team will review and approve the standards of excellence.
- Strategy 4.2.5: The Leadership team will implement the standards of excellence.
- Strategy 4.2.6: The Leadership team will evaluate and make necessary revisions to the division's standards of excellence.

Objective 4.3: For the purpose of guiding each student's holistic development, we will create and implement a four year co-curriculum program.

- Strategy 4.3.1: A co-curriculum team with at least one member from the Training and Development Team (TDT) will be formed.
- Strategy 4.3.2: The co-curriculum team will conduct a needs assessment, study existing co-curricular programs and present a recommendation for a four year co-curriculum program to the University Life Committee for their review.
- Strategy 4.3.3: The University Life Committee will submit recommendations for revision or approval for the four year co-curriculum program to the co-curriculum team.
- Strategy 4.3.4: The co-curriculum team will present implementation needs to planning.
- Strategy 4.3.5: The co-curriculum team will select a pilot group for implementation and evaluation of the four year co-curriculum program.
- Strategy 4.3.6: The four year co-curriculum program will be implemented.
- Strategy 4.3.7: The co-curriculum team will assess the program for intended learning outcomes and effectiveness and provide recommendations for revisions to the University Life Committee.

Objective 4.4: In order to determine if we are effective in meeting the needs of our campus community, we will conduct an annual assessment of departmental expectations, programs and initiatives.

- Strategy 4.4.1: The Leadership Team will identify current departmental expectations, programs and initiatives within the division of Student Affairs.
- Strategy 4.4.2: The Leadership Team will review departmental expectations, programmatic goals and initiatives using the objectives and strategies identified in Student Affairs' Strategic Plan goals 1-3 as guidelines.
- Strategy 4.4.3: The Leadership Team will identify and implement revisions to departmental

Oct 2008	Oct 2008
May 2009	May 2009
Aug 2009	Aug 2009
May 2009	May 2009
Aug 2009	Aug 2009
May 2010	May 2010
Jan 2010	Aug 2010
Oct 2010	Hold*
Mar 2010	Hold*
Oct 2011	Hold*
Dec 2011	Hold*
Aug 2011	Hold*
Jan 2012	Hold*
	Hold*
Aug 2009	Aug 2009
Aug 2009	Aug 2009
May 2011	On-going

expectations, programmatic goals and initiatives.

- Strategy 4.4.4: The Leadership Team will evaluate the revisions to departmental expectations, programmatic goals and initiatives and implement revisions as indicated.
- Strategy 4.4.5: The Leadership Team will facilitate changes to job description as appropriate.

Objective 4.5: To support the holistic development of our campus community, we will provide services and integrate initiatives into the campus community.

- Strategy 4.5.1: The Leadership Team will identify current services and programs offered by members of the Student Affairs' division to the campus community.
- Strategy 4.5.2: The Leadership Team will assess the effectiveness of current services and programs and implement revisions as appropriate.
- Strategy 4.5.3: The Leadership Team will distribute a list of services and programs to the campus community.
- Strategy 4.5.4: The Leadership Team will identify and review current committees within the Student Affairs' division.
- Strategy 4.5.5: The Leadership Team will inform the campus community of the purpose of committees within the Student Affairs' division and invite the campus community to contribute on these committees.
- Strategy 4.5.6: The Leadership Team will maintain on-going communication with campus community regarding services and programs to support holistic development offered by member of the Student Affairs' division.

May 2011	On-going
May 2011	On-going
Aug 2008	Dec 2007
May 2011	May 2011
Dec 2009	Aug 2009
Jan 2012	Hold*
Mar 2012	Hold*
May 2012	May 2012

Hold - Items with this denotation in the “completed” column signify strategies that have been evaluated, need additional consideration, and, based on what we know, should be factored into the development of alternative solutions to achieve the intended outcome for the next division strategic plan.*

Plan Catalysts- Those individuals charged with initiating discussions & initiatives to achieve each plan goal.

Overall – Tim Phillips

Plan Goal 1 – Jason Richter, Steve Tendall

Plan Goal 2 – Matt Hansen, Jennifer Tuite

Plan Goal 3 – Angela Elliott, Andy Milton

Plan Goal 4 – Bob Christopher, Nancy Hines

UPDATE as of 12/6/2012