Dear Colleagues and Friends,

Student Affairs strives to engage the KU community in services and programs that make learning possible. In the fall of 2016, a comprehensive strategic planning process was launched. It was designed to focus our efforts on providing a KU student experience in which every student is supported by the campus environment, connected to the institution, and prepared for the challenges of today and tomorrow. Further, the process was designed to identify ways to reaffirm our commitment to the growth and development of Student Affairs staff at all levels. The 2017 – 2020 Student Affairs Strategic Plan represents the culmination of this effort, and its contents will serve as our framework in the coming years.

The 2017 – 2020 Student Affairs Strategic Plan presents our individual strategic goals and supporting objectives. Metrics have been developed to help us track and measure our progress. With clear goals and objectives, the new plan ensures all Student Affairs departments are working together to create and provide programs and services that meet the needs of students, staff, and other stakeholders.

Special thanks to the Student Affairs Strategic Planning Committee members and staff from across all units who contributed to the development of our strategic plan through their feedback, time, and efforts. I am proud of the finished plan and look forward to continuing our work in providing an exceptional KU student experience.

Rock Chalk!

Tammara Durham, Ed.D.
Vice Provost for Student Affairs
VISION
We will provide a KU student experience in which every student is supported by the campus environment, connected to the institution, and prepared for the challenges of today and tomorrow.

MISSION
To engage the KU community in services and programs that make learning possible.

VALUES
As Jayhawks...

We will actively foster unity, a community based in tradition and continually growing through healthy relationships and effective communication.

We will strive for innovation, using our education to find new and creative solutions to the problems facing our campus, our community, and the world.

We will advocate for inclusion, respecting all Jayhawks are unique and have their own personal stories while cultivating a safe community rooted in equity and justice.

We will value engagement, taking responsibility inside and outside of the classroom to be active members of the global community.

GOALS

1. Establish and enhance programs and initiatives that meet the needs and interests of all KU students, which improve access, retention, engagement, persistence, and completion.

2. Establish and enhance services that support personal health, safety, and wellness.

3. Foster a culture that promotes social justice, inclusion, and equity through engagement and education.

4. Encourage professional growth and advancement by recruiting, developing, and retaining diverse and qualified staff at all levels.

5. Demonstrate and communicate the impact of Student Affairs efforts on the KU student experience within the division and to external stakeholders.
GOAL 1: Establish and enhance programs and initiatives that meet the needs and interests of all KU students, which improve access, retention, engagement, persistence, and completion.

Objectives & Metrics

1.1. Identify KU students’ needs and develop initiatives and programming that ensure Student Affairs is effectively serving all members of the KU community.
   □ Needs Assessment results
   □ Number and types of programs/initiatives created or enhanced based on Needs Assessment results
   □ Number and percentage of students participating in Student Affairs programs and services

1.2. Engage students in learning opportunities outside the classroom.
   □ Student learning outcomes associated with the Council for the Advancement of Standards in Higher Education
   □ Number of Student Affairs departments developing, implementing, and documenting student learning outcomes activities/experiences
   □ Quantitative and qualitative evidence of impact and student learning
   □ Number of learning activities measuring Knowledge Acquisition, Cognitive Complexity, Intrapersonal Development, Interpersonal Competence, Humanitarianism & Civic Engagement, and/or Practical Competence
   □ Number and percentage of students participating in Student Affairs learning opportunities

1.3. Establish collaborations and partnerships, both internally and externally, that contribute to the growth and development of KU students.
   □ Number and types of internal Student Affairs collaborations
   □ Number and types of collaborations/partnerships with non-Student Affairs units or organizations
   □ Quantitative and qualitative evidence of impact and student learning resulting from collaborations

1.4. Create and expand programs and initiatives that support the recruitment and retention of minority and underrepresented student populations.
   □ Number and types of programs and initiatives dedicated to supporting the recruitment and retention of minority and/or underrepresented student populations
   □ Number and percentage of minority and/or underrepresented students using or participating in Student Affairs programs or services
   □ Number and percentage of international students using or participating in Student Affairs programs or services
   □ Retention rates of minority and/or underrepresented students using or participating in Student Affairs programs or services

1.5. Provide programming and services that contribute to the retention and completion goals of the university.
   □ Retention rates of students using or participating in Student Affairs programs or services
   □ Graduation rates of students using or participating in Student Affairs programs or services
GOAL 2: Establish and enhance services that support personal health, safety, and wellness.

Objectives & Metrics

2.1. Develop students’ health and wellness knowledge, awareness, and behaviors.
   □ Number and types of programs, services, and/or initiatives addressing health and wellness
   □ Number and percentage of students using or participating in programs, services, and initiatives addressing health and wellness
   □ Number and percentage of Student Affairs staff participating in programs/trainings addressing student mental health
   □ Quantitative and qualitative evidence of learning, satisfaction, etc.

2.2. Expand alcohol education and risk reduction efforts, programs, and services.
   □ Number and type of alcohol education efforts, programs, and/or services
   □ Number and percentage of students participating in alcohol education programming
   □ Number of alcohol policy violations

2.3. Provide and expand comprehensive programs and trainings on sexual misconduct prevention.
   □ Number and types of programs and trainings on sexual misconduct prevention
   □ Number and percentage of students participating in programs and trainings
   □ Number and percentage of staff/faculty participating in programs and trainings
   □ Quantitative and qualitative evidence of learning, satisfaction, behavior changes, etc.

2.4. Engage the KU community in programs and services that promote a safe campus environment.
   □ Number and types of programs and services addressing campus safety

2.5. Provide programs and services that support staff and faculty health and wellness.
   □ Number and types of programs, services, and/or initiatives addressing staff/faculty health and wellness
   □ Number and percentage of staff/faculty using programs and services addressing health and wellness
GOAL 3: Foster a culture that promotes social justice, inclusion, and equity through engagement and education.

Objectives & Metrics

3.1. Provide opportunities for students and staff to increase their knowledge of social justice, inclusion, and equity.
   - Number and types of opportunities (i.e. trainings, workshops, activities, etc.)
   - Qualitative and quantitative evidence collected via post-opportunity assessments
   - Number and percentage of Student Affairs staff participating in two or more opportunities/activities addressing social justice, inclusion, and equity

3.2. Commit to and provide ongoing training and professional development opportunities to increase multicultural competence within staff.
   - Number and types of offered trainings and professional development opportunities addressing cultural competency
   - Qualitative and quantitative evidence collected via post-training and professional development opportunity assessments
   - Number and percentage of Student Affairs staff participating in two or more opportunities addressing cultural competency

3.3. Cultivate an environment of inclusivity and respect for all members of the KU community.
   - Number and types of programs, initiatives, and/or activities demonstrating commitment to inclusion of and respect for all members of the KU community
GOAL 4: Encourage professional growth and advancement by recruiting, developing, and retaining diverse and qualified staff at all levels.

### Objectives & Metrics

#### 4.1 Enhance the recruitment process for staff at all levels.
- □ Number of Student Affairs staff
- □ Number of new hires
- □ Number and percentage of new internal hires
- □ Number and percentage of new external hires

#### 4.2 Commit to the professional development and retention of Student Affairs staff at all levels.
- □ Number and type of offered division-wide professional development opportunities
- □ Number and percentage of staff involved with leadership roles in professional associations
- □ Number of staff presentations at professional conferences
- □ Number of departments providing funding for staff participation in external professional development opportunities
- □ Number of staff participating in external professional development opportunities
- □ Number and percentage of staff members being retained
- □ Number and type of professional awards and recognitions received
- □ Quantitative and qualitative evidence of staff satisfaction/morale, learning, needs, etc.

#### 4.3 Establish regular, division-wide social and networking opportunities for Student Affairs staff.
- □ Number and type of division-wide social and networking opportunities for Student Affairs staff
- □ Number and percentage of Student Affairs staff participating in division-wide social and networking opportunities

#### 4.4 Enhance diversity of Student Affairs staff.
- □ Number and percentage of minority Student Affairs staff
- □ Number and percentage of Student Affairs staff by sex/gender
GOAL 5: Demonstrate and communicate the impact of Student Affairs efforts on the KU student experience within the division and to external stakeholders.

Objectives & Metrics

5.1. Establish communication materials that strategically highlight Student Affairs’ work and impact on the KU student experience.
   - Number and types of communications highlighting Student Affairs’ work and impact
   - Number of website visitors
   - Number of Twitter followers

5.2. Develop and expand communication strategies and resources that foster a sense of awareness and cohesiveness throughout the division.
   - Number and type of internal communication strategies and resources
   - Number of website visitors
   - Number of all-staff meetings

5.3. Establish collaborations and partnerships, both internally and externally, to collectively promote events and services.
   - Number and types of internal Student Affairs collaborations
   - Number and types of collaborations/partnerships with non-Student Affairs units or organizations
   - Number of external funding opportunities addressing capital, service, and programmatic efforts