

Strategic Plan

Building Community and Partnering for Success

Mission: The Division of Student Affairs actively joins with students, faculty and staff to provide exceptional programs, services, and co-curricular experiences that foster an inclusive community to enhance students' academic and personal success.

Vision Statement: For all community members to be empowered and fully engaged in a vibrant and purposeful environment that nurtures, guides and motivates all to realize their fullest potential.

Value Statement: The Division of Student Affairs and its members will be Kind, Caring, and Compassionate.

Divisional Strategic Priorities (Goals)

Goal 1: To deliver excellent service to students focusing on student satisfaction and engagement, being current with their interests and needs, and ensuring their participation and awareness.

Goal 2: To support and promote our human capital through professional development, the recruitment and retention of highly qualified personnel, regular staff training and development, positive morale, a system of mentoring, and a code of ethics and respect among all staff.

Goal 3: To achieve excellence in communication, technology and marketing including regular information sharing between departments/areas, collaboration, division-wide programming, and the achievement of efficiencies and innovation through the use of current technologies.

Goal 4: To secure all necessary resources, allocating these resources appropriately and always being fiscally responsible through cost-saving initiatives, budget forecasting, proper space/resource assignment, grant writing, entrepreneurial endeavors, excellent stewardship, and regular assessment.

Goal 5: To prioritize and value diversity and inclusivity, to promote/support among other things positive global citizenship in our services, communities, programming, support for divergent ideas, cultural awareness, and presentation of world and domestic issues. Contribute to creating a campus climate that supports many identities and encourages all students' retention and success at the University of Maine.

Goal 6: To attend to the physical and emotional safety of all aspects of our community through programs, training, and new initiatives.

Goal 1: *To deliver excellent service to students focusing on student satisfaction and engagement, being current with their interests and needs, and ensuring their participation and awareness.*

Objectives for Goal 1

- 1.1 The DSA will develop a comprehensive and consistent way to assess and understand all UM students' needs, interests, motivation, trends, etc., and use that information to develop programming, outreach, and excellent service. The Office of First and Second Year Programs in collaboration with Residence Life will coordinate this initiative and develop the comprehensive plan by December of 2009.
- 1.2 Collaborate with Academic Affairs to co-facilitate a number of first-year seminars that already exist. Student Affairs staff will provide support to the faculty instructor and will develop a positive and supportive relationship with the students in that first-year seminar. A minimum of 10 sections will be identified by July 2010 and the co-facilitation component will begin in the fall of 2010.
- 1.3 The Student Conduct Code, Residents Manual, and all other DSA policies and procedures will support positive development of social and academic skills. DSA will deliver consistent expectations to support students in their endeavors and also hold students accountable for their actions. These documents will be reviewed and updated annually by July 15. This will be coordinated by the Office of Community Standards Rights and Responsibilities.
- 1.4 Each unit of DSA will establish an advisory board including significant student representation to provide feedback and suggestions. Boards should typically consist of 5-7 members. No one student may participate on more than two (2) advisory boards. Each board should include at least one graduate student. Board constituents and constitutions should be developed and approved by December 2009. Advisory boards must be active by July of 2010.
- 1.5 Included in each unit's strategic plan shall be goals that seek to involve parents, peers, and alumni in the department's overall development of students. Each department will complete a draft outlining their initiatives by February 2010.
- 1.6 Assess the needs and provide services to veterans as they begin their integration into the UMaine community as faculty, staff or students. The DSA will educate the community on the issues faced by this often marginalized population. Funding for this initiative may be available through Veterans Affairs or other federal agencies to appropriately service this population. This effort will be coordinated by the Director of First and Second Year Programs and the Staff Associate for Commuter and Non-Traditional Student Programs by January of 2009. NOTE: This effort was initiated in November 2008 and continues currently as the transition of service to veterans and their families transitions from Student Records to Student Affairs.
- 1.7 Each department head will identify at least four (4) programs annually where interaction between students and faculty outside of the classroom is a significant focus. These programs will be highlighted annually in each area's annual report.
- 1.8 DSA will develop and implement a customer service training module for all staff. The Senior Associate Dean in collaboration with other department heads will coordinate this effort and begin implementation of the program by March 2010.

Goal 2: *To support and promote our human capital through professional development, the recruitment and retention of highly qualified personnel, regular staff training and development, positive morale, a system of mentoring, and a code of ethics and respect among all staff.*

Objectives for Goal 2

- 2.1 Create a “in-service” opportunity for staff (professional, administrative, and GA) to attend and develop skills that will help them personally and help them contribute more effectively to their role in the division. The entire division can contribute ideas and participate, but the Sr. Associate Dean shall be responsible for organizing these efforts and distribute the schedule to staff.
- 2.2 Support attendance at professional conferences and workshops through departmental funding identified by the department head. Annually, professional travel and support must be discussed by each director with their supervisor. Strong consideration for GA travel support should be included in this plan. Those who attend a conference will be required to present a workshop covering a specific topic or provide general information about the conference. This presentation will be open to all division members. This is an ongoing initiative.
- 2.3 Encourage and support participation and involvement in local, state, regional, and national associations. Each director will develop individual goals with their staff for professional development and travel. These goals will be discussed as part of the employee’s annual review.
- 2.4 Develop a list of general expectations surrounding the recruitment of new and/or vacant positions. These expectations will address search committee selection and participation from the division in the search process, including any and all on-campus interviews. The Director of the Career Center will coordinate and develop these materials, and submit a draft by March of 2010.
- 2.5 Establish a mentor program for new and emerging professionals and administrative support staff in the division. This mentor program will be voluntary and participants will be recruited annually. The program will be implemented by the Associate Dean by January 2010.
- 2.6 Create a training and development seminar series for Graduate Assistants who work in the division. Prior to this training a list of DSA expectations will be review by STAR and presented at this training. This will be coordinated by the Deans staff and implemented by Fall 2010.
- 2.7 Develop a “brown bag lunch series” in which staff read and discuss one current article that is related to a specific area or “hot-topic” within the division. This will be a shared responsibility of all directors and coordinated through the STAR meeting. This program will be implemented by Fall 2010.
- 2.8 Recognize DSA staff for their contribution to the division, the UM community, and the surrounding community. In addition to the STAR awards other employee recognitions will occur during the SA community meeting each semester. This will be accomplished by April of 2009. NOTE: This was initiated and completed by Fall 2009. New awards were created and presented at both Community Meetings in FY09.
- 2.9 Create a bi-monthly event open to the entire division that aims to build positive morale among the DSA staff and allow for social interaction and informal collaboration. A rotating system will be developed that will allow each DSA unit an opportunity to participate in the development and implementation of the events. STAR will be responsible for implementing this initiative beginning in Fall 2010.

Goal 3: *To achieve excellence in communication, technology and marketing including regular information sharing between departments/areas, collaboration, division-wide programming, and the achievement of efficiencies and innovation through the use of current technologies.*

Objectives for Goal 3

- 3.1 Develop a series of opportunities to highlight and recognize each department within the division and showcase the programs and services it offers to students. This effort will be coordinated by STAR and implemented by September of 2010.
- 3.2 Develop a list of events or programs that all Student Affairs staff will attend and/or participate in. (i.e. Maine Hello, summer orientation, celebration rallies, Maine Day, etc). Create a schedule and/or organize the Student Affairs efforts at the beginning of each semester, including the summer by August 15, 2009. The Associate Dean will be the point of contact.
- 3.3 Create a computer and technology upgrade and replacement plan for the entire division. This will be coordinated by the Computer Systems & Applications Support Specialist. The first draft of this plan will be reviewed by STAR in December of 2009.
- 3.4 Form a technology advisory committee that meets once each semester to identify opportunities to share skills, equipment, and resources to meet the technology needs of the division. This committee will recommend annual trainings specific to the division that are related to technology such as web and brochure design. This committee will be facilitated by the Computer Systems & Applications Support Specialist and meet each semester beginning in the Fall of 2009.
- 3.5 Rework the division-wide assessment plan to more meaningfully evaluate each department's effectiveness. A committee headed by the Senior Associate Dean will review the current plan and make recommendations to STAR as to any changes. Recommendations are due to STAR by January 2009. NOTE: This was done by December 2008. Feedback was collected and the revised plan is due to STAR by August 2009.
- 3.6 Each unit head will be expected to attend a minimum of two FYRE programs each semester. This initiative will begin in September of 2009.
- 3.7 The DSA will develop a partnership with Student Voice to implement five (5) surveys and/or benchmarking initiative. These five projects will be coordinated by the Senior Associate Dean and completed by July of 2009. NOTE: The partnership was created and all five projects moved forward. Three are currently in the data collection phase and all are on target for completion in July 2009.

Goal 4: *To secure all necessary resources, allocating these resources appropriately and always being fiscally responsible through cost-saving initiatives, budget forecasting, proper space/resource assignment, grant writing, entrepreneurial endeavors, excellent stewardship, and regular assessment.*

Objectives for Goal 4

- 4.1 Provide on-going education and training and professional development student affairs staff, including Graduate Assistants, who are responsible for managing accounts and developing budget forecasts. Training will include such items as Peoplesoft reporting tools, fixed costs and budgetary costs established by the University. These trainings will be coordinated by the Director of Student & Administrative Support Services and scheduled as needed but no less than one per fiscal year.
- 4.3 Annually review, update, and communicate spending parameters set forth by the V.P of Student Affairs. These procedures should be communicated to directors at least once per year. The Director of Student & Administrative Support Services will disseminate these parameters annually after approval annually by the VP by August 1st.
- 4.4 The DSA Grants Committee will meet on a regular basis to identify collaborative and unique programs to seek out and apply for funding grants. This committee will be responsible for the following objectives:
 - 4.4.1 Work with the Development Office and develop a list of potential projects and naming opportunities that might interest outside donors. These giving opportunities will be compiled into a booklet or brochure. The director of Campus Recreation will coordinate this effort and the first draft of the booklet will be shown to STAR by February 2010.
 - 4.4.2 Identify a position within the division that seeks to solicit outside funds directly for programs and initiatives within the DSA. This new responsibility would be included in the position's job description. The effort will be coordinated by the Senior Associate Dean with a recommendation due to STAR by December 2009.
 - 4.4.3 Develop a vendor fair during the Maine Hello that will generate partnerships with on and off-campus business. This fair will help generate funding for the Maine Hello. This initiative will be the responsibility of the Senior Associate Dean and the Director of First and Second Year Programs. NOTE: This was accomplished in August 2008. Feedback was collected and an updated effort is expected for Fall 2009 and subsequent years.
 - 4.4.4 Seek out and apply for one grant each year that will allow for collaboration among a minimum of 2 departments in the DSA. This effort will be coordinated by the Director of Alcohol and Drug Education Programs and the first grant application will be submitted by July of 2009. NOTE: This was accomplished in Fall 2008. Campus Recreation submitted and was successful in securing a small (\$4,200) trail improvement grant. Additionally, four DSA areas collaborated on a student veterans success grant that was submitted in March 2009 (\$100,000).
- 4.5 Continue to appropriately utilize space and buildings that DSA occupies and maintains. A DSA facilities group will meet regularly to review needs, renovation plans, maintenance projects, etc. This information will be made available to STAR as needed/requested. Individual area/department plans may be reported in annual reports. The facilities group will be coordinated by the Sr. Associate Dean and the first meeting will be no later March of 2009. NOTE: This was started in the Fall 2008 semester (first meeting).
- 4.6 Develop a procedure guide issued to student organizations and Student Affairs staff that outlines the processes and procedure for obtaining funding for their events and programs. Included in this information will be a list of potential funding sources, time-lines to submit requests, and procedures for appropriating spending and documenting the funding they receive. This guide will be developed under the direction of the Director of Campus Activities and Student Engagement and distributed by Fall 2010.

Goal 5: *To prioritize and value diversity and inclusivity, to promote/support among other things positive global citizenship in our services, communities, programming, support for divergent ideas, cultural awareness, and presentation of world and domestic issues. Contribute to creating a campus climate that supports many identities and encourages all students' retention and success at the University of Maine.*

Objectives for Goal 5:

- 5.1 Create awareness among campus departments and student groups that the DSA supports initiatives that increase awareness about global issues, take action toward creating a more diversified campus, or create opportunities for international experiences for students. The Associate Dean will be responsible for identifying and implementing strategies to create awareness. These will be communicated and implemented by November 2009.
- 5.2 Partner with Admissions to increase the recruitment and retention of a diverse student population. The Director of Multicultural Programs and the GA overseeing the GLBT Rainbow Resource Center will head these efforts and communicate this plan to STAR by December 2009.
- 5.3 The Peer Education Program and Multicultural Programs will work to develop a comprehensive diversity education program in the FYRE through a series of programs by January 2010.
- 5.4 The Director of the Career Center will spearhead collaboration with International Programs and other departments to identify strategies and mechanisms to develop a respect and appreciation for diversity and prepare UMaine students to be productive global citizens. This initiative will be presented and initiated by February 2010.
- 5.5 Engage this predominately white campus through a variety of dynamic and engaging educational and developmental programs and activities that explore the impact of power and privilege within our society. This programming effort would be coordinated by the Director of Multicultural Programs and the Associate Dean and initiated by January 2010.
- 5.6 Attend to the environmental messages that impact the communities and monitor the physical environment of our communities to ensure that the facilities (bulletin boards, signs, pictures etc.) reflect our commitment to diversity and equity. This initiative will be coordinated by the Director of Campus Activities and Student Engagement and implemented by December 2009.
- 5.7 Assess the climate for diversity and inclusivity within the DSA. The Director of Multicultural Programs and the head of GLBT Service will collaborate on this assessment that will be concluded by December 2009.
- 5.8 Revise job descriptions to include demonstrated ability to work with diverse population as an expectation for all positions. Each department head will be responsible for these updates which will be completed by December 2009.
- 5.9 Develop recognition strategies for individuals and programs that successfully promote diversity and inclusivity. The Director of Residence Life will lead this initiative that will be initiated by January 2010.
- 5.10 Enhance, support, and encourage staff training on diversity, social justice, and inclusivity education. Support staff participation in diversity and inclusivity related campus trainings. The Director of the Counseling Center will identify how this should be accomplished for the division and present recommendations to STAR by December 2009.
- 5.11 Develop an educational sanction for students who engage in bias-related activities. A protocol for a community response will also be developed. This will be collaborative effort between Residence Life, Multicultural Programs, GLBT Services, and the Office of Community Standards, Rights and Responsibilities. These sanctions will be developed and implemented by January 2010.

Goal 6: To attend to the physical and emotional safety of all aspects of our community through programs, training, and new initiatives.

Objectives for Goal 6:

- 6.1 Each director will ensure that all of their employees (professional, classified, student, etc) are trained in all safety-related material required by the University of the DSA. This list includes, but is not limited to: sexual harassment, FERPA, workplace safety, etc).
- 6.2 Each member of the DSA will be trained on what to do in the event of an "Active Shooter". This will be coordinated by the Director of the Office of Community Standards Rights and Responsibilities and UMPD. A plan for these trainings will be developed by December 2009.
- 6.3 Each unit head will develop a Continuity of Operation Plan (COOP) for their respective units. These plans will be developed and completed by November 2009.
- 6.4 SDA staff will all be registered with the UM Text Alert System and develop plans to encouraged students to also register for the program. This effort will be coordinated by the Director of First and Second Year Programs and initiated by August 2009.
- 6.5 Each unit will develop a risk management plan that addresses both legal liability and personal safety as it pertains to programs, events, trips, general operations, etc. This plan will be developed by January of 2010.
- 6.6 Develop an innovative and creative alcohol education programs for new students to be included as part of Welcome Weekend and/or as part of the Student Conduct Code sanctions that incorporates information about social cues, good choices and personal independence. This program will be a collaborative effort between Alcohol and Drug Education Programs, Community Standards, and the Sr. Associate Dean of Students. It will be ready for piloting in February 2010.

Last Updated: January 2009