

UTAH VALLEY UNIVERSITY

STUDENT AFFAIRS: A STRATEGIC VISION FOR CREATING AN EXTRAORDINARY UVU EXPERIENCE

2008-2009

Mission Statement

Student Affairs engages students, faculty, staff and community in a dynamic student-centered environment where they can experience educational excellence through personal, professional and leadership development. We are dedicated to achieving the highest levels of collaboration with our academic and other institutional partners to ensure that students from all walks of life discover and pursue pathways to success. We embrace innovation and continuous renewal as we seek to elevate our performance and enrich the lives of those we serve.

COLLABORATION, SERVICE AND INNOVATION

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INTRODUCTION

The Student Affairs Division participates in a dynamic annual strategic planning cycle. Each department within the division is expected to maintain a unit plan to inform and prioritize departmental activities and direct individual work agendas. Employees at all levels of the division are invited to participate in discussions and planning activities. Initiatives are drawn from these departmental plans to assist the Student Affairs Executive Team in establishing the overall Student Affairs Strategic Plan.

To this end, each subdivision of the Student Affairs Division has selected five to seven of their greatest priorities for inclusion in this divisional plan. Therefore, this plan represents only a portion of the overall planning for the entire division. The intent is to utilize this plan to keep the division highly focused on critical objectives and to ensure that the university community as a whole is well informed of the innovative strategies, needs and opportunities associated with the Division of Student Affairs.

DIVISION OF STUDENT SERVICES

Mission Statement

The Division of Student Services enthusiastically collaborates with faculty, staff, alumni, and the community to recruit, retain, and support students. We provide comprehensive services which help students achieve their educational, personal and professional goals by (1) creating a student-centered environment and (2) embracing positive change to deliver high quality services. Our dynamic services provide students with knowledge and skills needed to succeed in college and make meaningful contributions to society.

Priority Goals for 2008-2009

Goal 1: Develop a targeted recruitment and communications plan specifically targeting specific populations: Out of State, Wasatch, Minorities, Women, Education, and Summer School.

Justification: The overall recruitment and communications plan has been fully implemented successfully. It is now possible to target individual populations for increased recruitment and specific strategies.

Goal 2: Develop and implement Leave of Absence Program by Fall 2009 which includes identifying/counseling/intervening with students who are leaving the institution for both planned/unplanned stop-outs.

Justification: Most universities have offices of discontinuance that intervene and track students who have planned as well as unplanned leaves of absence. It is critical to have this program at UVU in order to address retention issues in a progressive way. This program is the missing link to the Title 3 Student Success and Retention Grant which has a goal of increasing retention by 10% over a 5 year period.

Goal 3: Achieve optimal use of Banner and UV Link capability by developing Student Role Tabs for the purpose of retaining students and tracking progress by August 2009. Student Role Tabs will be developed for: HSCE, Applied but not registered, Transfer, Freshmen, Sophomore, Junior, and Senior students.

Justification: The Banner system is now at a point where it can be individualized according to specific needs of students. Role Tabs will contain specific information that is relevant for targeted student populations. This is critical for recruitment as well as retention.

Goal 4: Develop and program Degreeworks to be integrated into the Banner system, by Spring 2009.

Justification: Degreeworks is a program where students and advisors can plan the courses they will take each semester until graduation. Advisors can easily check on student's progress. This is a retention tool that will allow retention specialists to track students and assist them in more responsive ways. It also allows Department Chairs to be able to predict what classes will be needed during future semesters.

Goal 5: Eighty percent of students will have a graduation plan in place on Degreeworks by Spring 2010.

Justification: Graduation plans will be used in advisement as well as retention planning for the institution. Students who are not progressing in their graduation plans will be invited to meet with their academic advisor in order to provide greater support or needed peer mentors.

Goal 6: Prediction of class sections needed for future semesters will be in place by Spring 2011.

Justification: Enrollment Management needs this tool to be able to predict what classes will be needed during future semesters. This is an important piece of planning targeted recruitment campaigns in conjunction with Academic Departments.

Goal 7: Ninety percent (90%) of Academic Chairs will be actively using Degreeworks to predict class scheduling by 2012.

Justification: Enrollment Management in the future will be a joint partnership between Academic Department Chairs and Prospective Student Services (PSS). With this prediction scheduling tool, PSS and Academic Department Chairs will be able to target specific recruitment populations to increase.

DIVISION OF CAREER AND ACADEMIC ADVISEMENT

Mission Statement

The Division of Career and Academic Advisement proactively engages students to achieve success by providing personalized, seamless, and intentional career, academic, and support advising. Through collaborations with faculty, staff, student peers, alumni, employers and community leaders, students are empowered to persist to achieve their educational objectives and become professionally competent and confident graduates. Specialized services are provided including testing, pre-college support for at-risk student populations, multicultural experiences, and accessibility services. Innovation, customization, and caring support are essential values fostered with the student in mind.

Priority Goals for 2008-2009

- Goal 1:** Implement “Personalized, Seamless, and Intentional” advising in every major, such that all primary academic and career advisors:
1. are trained, certified, and assessed on performance relative to producing the eight student learning outcomes established by the ALC by July 2009,
 2. carry caseloads of students and proactively (intentionally) contact each student each semester by July 2010,
 3. make advising session notes on-line that may be viewed by other advisors and faculty to insure advising is seamless between advisors, faculty, and periods of time by July 2010.

Justification: Personalized, seamless, and intentional (PSI) advising provides the vision and foundation for achieving all our UVU retention goals, community and professional engagement aspirations, and student success expectations. Achieving PSI requires every primary academic and career advisor to consistently perform at universal standards that produce student success, and to be supported with necessary systems, tools, and information. Training and performance assessment are essential components for PSI.

- Goal 2:** Develop and implement an advisor-training curriculum and performance assessment plan, based on student learning outcomes and advisor process outcomes for specialist and support advisors, and potentially for advisement supervisors, by July 2010.

Justification: For students to succeed at levels expected by employers and graduate schools, they need the support provided by specialist and support advisors. To reach its potential in helping students reach their potential, PSI advisement depends on the united work of all advisors. Training, accountability, processes and tools help to insure consistent high performance in advisement at UVU.

- Goal 3:** Hire sufficient academic and career advisors/counselors in CACC and in each academic college/school to have an average advisor to student ratio of at least 1:375 at UVU, to enable “personalized, seamless, and intentional” advising for all students by July 2009.

Justification: PSI has been defined at UVU to include caring, competent, coach like advisors, who proactively stay involved in students’ lives from admissions to graduation—encouraging and enabling students to develop the skills and make decisions that lead to success throughout life. Such conditions can only exist with appropriate numbers of students assigned to each advisor. Although NACADA recommends fewer

than 350 students per advisor, UVU will first strive to reach no more than 375 students per advisor, and hire to that standard.

Goal 4: Collaborate with academic affairs to develop a vision, model, and work plan for establishing faculty mentoring of students in all academic majors by July 2009.

Justification: Along with advisors, faculty are central to our UVU model of developing students of integrity, who are wise stewards of place and professionally competent. Given students listen to and respect faculty advice and opinions, mentoring students by faculty must be developed and facilitated. While mentoring happens naturally between some students and faculty, we need to teach, empower, and reward other faculty to participate.

Goal 5: Develop a model and plan for multicultural services by July 2009, that:

1. includes best practices for delivering multicultural services in higher education in America,
2. provides an inviting, nurturing environment supporting academic success, retention, and professional competence for all multicultural students, enabling them to live and work in “mainstream America” while retaining their own unique cultures.

Justification: Multicultural (MC) services at UVU have achieved high levels of excellence and deserve recognition for helping thousands of students. The diversity which multicultural students and faculty bring to a university is essential for preparing students to live in an increasingly “intercultural” world. More can and must be done, however, to help MC students achieve success and persist to graduation, enriching the education for all students in all classes, while preserving the cultures that contribute to diversity.

Goal 6: Develop strategic objectives and a work plan for the new Institute for Professional Engagement by July 2009, that:

1. provides an opportunity for every student at UVU to learn who they are (self-discovery), explore careers, and participate in internships, mentoring, service learning, leadership experiences, and career based professional development ,
2. establishes a student tracking, advising, and reporting system, allowing advisors, faculty mentors, and university administrators to assess student progress in becoming professionally engaged.

Justification: Professional competence in students is not only an objective but also a mandate for UVU. The mission statement for the university received Board of Regents approval to in fact develop professionally competent and hence professionally engaged students by their graduation. Achieving this mandate is a vital part of achieving our institution mission to be a community engaged regional university.

Goal 7: Develop a model and work plan for offering student services at the Wasatch Campus and other remote sites, using testing services as a prototype; substantially complete implementation of that work plan for testing services at the Wasatch Campus by July 2010.

Justification: Providing testing services at remote locations where the university invites and enrolls students is a service to the students. In the case of Wasatch, community leaders are also asking UVU to deliver testing services in Heber. As testing involves significant

expense and liability risks, developing a structure and process for offering these services with minimal risk and expense, can pave the way for other services to follow the pattern or model developed for Wasatch. With this in mind, care will be taken to document the experience and provide guidelines.

DIVISION OF STUDENT LIFE

Mission Statement

Student Life at Utah Valley University engages students socially, encourages civic involvement, and provides opportunities for experiential learning, leadership, and wellness through collaboration with the campus and community. The core of Student Life includes: integrity, respect, accountability, professionalism, diversity, balance, creativity, and fun.

Priority Goals for 2008-2009

Goal 1: Begin planning, secure funding, and determine location of Student Center expansion/Student Life Building.

Justification: Campus growth in numbers and maturity, plus increased community use, indicate the need to increase space in the Sorensen Student Center. Current research in student success and retention suggest the need for UVU to create more campus social integration provided by a recreation type building.

Goal 2: Create a Residential Engagement Coordinator (REC) program that extends to 75 student coordinators and 15 properties by fall of 2009.

Justification: UVU should provide a university life experience for students living in adjacent private apartment complexes. This program will provide a new student leadership experience for the REC's and create a social connection to students living away from home.

Goal 3: Expand Intramurals by adding an Assistant Coordinator, adding new playing fields by the advancement building and adding lights on the playing fields behind the education building.

Justification: Currently the Intramurals program has grown to capacity with thousands of students still in need of opportunity to connect to UVU and each other through the playing of sports and recreation outside the classroom.

Goal 4: Make Jumpstart Orientation mandatory and include separate sessions for non-traditional, veterans, and out-of-state students.

Justification: Student success and retention research supports the need for new student orientation. Until the university makes this program mandatory, we will continue to miss half of incoming freshman taking advantage of this successful program.

Goal 5: Secure the VISTA (Volunteers In Service To America) grant allowing a new full position in Volunteer and Service Learning Center. This position will focus exclusively on community involvement activities.

Justification: This will integrate seamlessly with the UVU's overall student engagement model.

DIVISION OF INTERCOLLEGIATE ATHLETICS
2007-2008
Mission Statement

The UVU Athletic Department provides a wide range of highly competitive athletic programs, and seeks to be a resource for the University and community: a source of pride, revenue, good will and high quality entertainment. The Department seeks to provide student-athletes with opportunities to improve athletic skills and abilities while obtaining an exceptional quality education. Our goal is to provide the best facilities, coaching, and academic resources available to help the athlete succeed in future academic, athletic, and professional endeavors.

Priority Goals for 2008-2009

Goal 1: Raise \$1 million to fund construction of a New Track by 2009.

Justification: President Sederburg committed \$400,000 to match \$600,000 in private donations. Track is very important to our athletics program. They represent 6 of our 15 programs. Having a track facility on campus is so very important to the continued growth of the athletics program. Practicing at local high schools is not so good for our image and recruiting.

Goal 2: Athletic Scholarships

Justification: Additional scholarships are vital to our success, especially for non-residents. For us to be really competitive, we need to provide more scholarships and the amounts that a full scholarship represents. One example is that baseball is allowed 11.9 scholarships and we are providing 6.8. Also, we are only providing about 75% of what is allowed in a full scholarship.

Goal 3: Personnel – Support Needed

Justification: As the number of athletic employees grows and the number of student athletes increase, it requires additional Support Employees to be hired in certain areas.

The following are the most urgent areas:

- a. Strength and Conditioning Coach
- b. Game Operations
- c. Graphic Design/Photographer/Web Design
- d. Events Coordinator
- e. Assistant Budget Director
- f. Assistant Equipment Manager

Goal 4: Academic Performance Program (APP)

Justification: Points for retention for students with scholarships

The NCAA measures our progress with the APP each year. We are currently having to do an in depth report on our current progress. If we continue to not meet standard NCAA requirements, programs will lose scholarships. The APP represents the progress towards degrees required each year by our student athletes.

Goal 5: To Increase Media Exposure
Our plan is to increase exposure through the radio, television, and the internet. We are doing a pretty good job with men's basketball, but need to do more with women's basketball, volleyball, and baseball.

Goal 6: Establish a Competitive Position

1. UVU will develop and maintain a nationally competitive athletic program that is committed to NCAA, conference, and institutional governance and rules compliance.
2. Our goal is to consistently produce athletic teams that are competitive among Division I programs on a conference, regional, and national level by recruiting and retaining talented student athletes, coaches, and staff.

Goal 7: Conference Success
To position UVU to be a significant contributor to the Great West Conference.

DIVISION OF SCHOOL, COLLEGE, AND UNIVERSITY PARTNERSHIPS

Mission Statement

The Division of School, College, and University Partnerships will facilitate dynamic partnerships between businesses, community-based organizations, schools, colleges and universities. Special attention will be given to building a world-class relationship with our partners in the public and private, primary and secondary, education systems. The division will also be the center for institutional history and facilitate the resource development needs of the Student Affairs Division.

Priority Goals for 2008-2009

Goal 1: Establish 2-3 goals for the K-16 Alliance in addition to the electronic SEOP.

Goal 2: Reach the objectives outlined in the GEAR UP grant.

Goal 3: Finish a DVD telling the School, College, & University Partnership story.

Justification for Goals 1-3:

1. Mission Link: Promotes student success & meets regional educational needs via a seamless K-16 system.
2. Role Link: Contributes to the quality of life of the region and state ... and provides a talent force to meet the needs of a dynamic economy.

Goal 4: Complete the filming of Presidents Stoddard & Sederburg. Establish the UVU Sorensen Center Historical Wall.

Justification: Mission Link: "Utah Valley University is a teaching institution." It is vital the story of this "Miracle in Utah Valley" be recorded and told for present and future generations. It has been 28 years since the last history was written when the college was a community college.

Goal 5: Continue working with departments, internal and external to Student Services, in securing resources which aid in the accomplishment of their goals and objectives.

Justification:

1. Mission Link: Critical to the accomplishment of the University's mission is the need for funding. Last year some 1.9 million dollars of funding was secured by our area to fund various programs and initiatives. We had targeted \$1 million.
2. Core Values: Diversity: "UVU ...embraces all people." In development we have brought in millions of dollars to support diversity.

THE CENTER FOR THE ADVANCEMENT OF LEADERSHIP

Mission Statement

To provide cutting edge personal, interpersonal, organizational, and civic/service leadership experiences for students of all ages. This will be completed through academic, personal and professional training for the benefit of UVU students and all high schools, junior high, and grade schools throughout the state of Utah.

The Center for the Advancement of Leadership will be recognized as the leader in the training and research of leadership, life skills, and character education for students of all ages—including for profit and not-for-profit organizations. This will include a focus on the whole person, recognizing that successful leaders are developed from the inside out.

Priority Goals for 2008-2009

Goal 1: Strengthen our Leadership Certification programming efforts throughout the public education system and the community. This includes advancing the High School program (Concurrent Enrollment), Junior High School Program (Why Try); Grade School Program (Know Greater Heroes) and other programming efforts (i.e., MasterMind Series) offered to the general faculty, staff, and local business and civic community by July 2007.

Goals & metrics:

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|---|---------|
| 1. Presidential Leadership Program applicants: | 150+ |
| 2. Presidential Leadership Program participants: | 72 |
| 3. CAL Leadership Certification Students: | 100+ |
| 4. HS: Number of students participating in MGMT. 1250 each year: | 500+ |
| 5. Annual Leadership Conference: | 3,000+ |
| 6. Jr. HS: Number of schools/students served: | 5/80+ |
| 7. K-6: Number of schools/students served: | 30,000+ |
| 8. UVSC: Number of MasterMind attendees per session: | 120+ |
| 9. See CAL Outcome Measures for a complete set of goals & metrics | |

Goal 2: Produce the 8th Annual Leadership Conference—with promotions statewide to every high school, college, university and institute of religion.

Goals & metrics:

1. Minimum of 3,000 students attending
2. Minimum of 80 school attending
3. \$35,000 raised to produce ALC

Goal 3: Refine and finalize a structure (The Virtual Leadership Academy) that insures programming opportunities for all UVU students on campus. Over time the VLA will expand to include offerings for UVU faculty and staff as well as the regional small business community.

Goals & metrics:

1. Number of workshops and Virtual Leadership Faculty in the VLA system
2. Number of programs offered each academic year (or semester)

3. Number of participants served
4. Program satisfaction ratings

Goal 4: Initiate CAL Council and Solidify New Student Positions

Goals & metrics:

1. Number of new CAL students recruited for CAL Council positions. These include:
 - a. Annual Leadership Conference: 1
 - b. Ambassadors: 1
 - c. Public Relations: 1
 - d. Program Implementation & Evaluation: 1
 - e. Strategy & Operations: 1
 - f. Concurrent Enrollment: 1
 - g. Why Try: 1
 - h. Note: These numbers may change slightly as of Sept. 1

Goal 5: Finalize Academic Home for CAL

Goals & metrics:

1. Yes or No?

Goal 6: Finalize the formation of the Program Implementation and Evaluation (PIE) Committee.

Goals & metrics:

1. Finalize all members by July/August 2008
2. Customize all degrees by December, 2008

Goal 7: Refine and finalize the collective outcome metrics designed to measure the impact of all of the CAL's programs. This will be facilitated through the Program Implementation and Evaluation (PIE) Committee—chaired by Dr. Wayne Hanewicz

Goals & metrics:

1. Gather goals & metrics for each program measured
2. Provide final scorecard detailing program metrics.

WASATCH CAMPUS

Mission Statement

Provide an environment where the energy and excitement of an engaged learning campus is experienced, because learners come first and their success is the priority.

Vision Statement

The Wasatch Campus provides academic programs, professional development opportunities and community educational experiences that support the economic and population demands of the service region.

Priority Goals for 2008-2009

- Goal 1:** Develop and implement the foundation for an internationally recognized resort/hospitality management program at the Wasatch Campus.
1. Offer first-year courses
 2. Develop Strategic Recruitment and Program Operational Plan
 3. Develop a case study for endowing resort management/ hospitality institute at Wasatch Campus.

Justification: The Wasatch Campus is physically located within the heart of the resort capital for summer and winter recreation. The economy of the local area supports the need for a larger workforce supplied by students in this program. The hospitality industry will soon require a BS degree for management. Local industries indicate they have a need for educated people and are willing to participate financially to ensure the success of the program.

- Goal 2:** Secure affordable housing for UVU Wasatch students.

Justification: The population base for Wasatch and Summit counties are insufficient to achieve the enrollment goals of the Wasatch Campus without recruiting students from outside of the service area. However, affordable housing for students is necessary to assist in recruiting the students. Currently the university and the property owners to the North are working to develop an approved plan that would allow for apartment style housing adjacent to the campus property.

- Goal 3:** Solidify academic programs with Memos of Agreement from Academic Departments.

Justification: The foundation of the strategic plan for the Wasatch Campus begins with a firm commitment of which academic programs will be offered at the Wasatch Campus, including timelines and program outlines. The MoA will provide the reassurance to students, faculty and staff of the commitment to the Wasatch Campus and the opportunity for students to complete their academic program in a timely manner.

- Goal 4:** Develop and implement recruitment and retention strategies for sub-populations to increase enrollments.

1. External recruiting outside Wasatch & Summit counties
2. School within school (Wasatch School District establishing magnet school; high

school students take college credit here at Wasatch Campus rather than at the high school)

3. Multi-cultural initiative

Justification: In addition to continually serving the residents of Summit and Wasatch counties, the three groups identified above are the targeted populations. The external recruiting will primarily be for the resort management and eventually the digital media programs. However, there is also a niche for students (in-state and non-residents) seeking a small college atmosphere located in a mountainous resort area.

The school within school program will be based on the UCAS, as well as the SUU/Dixie State models. The emphasis will be for students desiring an educational experience focused on math, science or computer technology.

The multi-cultural initiative will be an outreach of the Orem Campus programs and services. The resort community brings a variety of nationalities to the area; however, Hispanics are the largest ethnicity after Caucasians.

Goal 5: Develop and operationalize “Memo of Agreement” with student services on Orem Campus

Justification: Equally important to identifying what academic programs will be offered, is to support the students in their academic programs. The Wasatch Campus is a model for the university in establishing protocol for serving students at other campus locations. The MOA will identify the services available at the campus and the responsibilities of both the Orem Campus staff and the Wasatch Campus staff to effectively serve the students.

Goal 6: Food Services available at the Wasatch Campus.

Justification: Food is part of a collegiate experience. The availability of food services will allow students to spend more time on campus and increase connections with peers, faculty and staff. Many students leave or come to the campus from their employment and want to have access to food services, besides vending machines. Additionally, the availability of food service would be an additional incentive for the campus to be a location for groups to hold meetings, corporate retreats and conferences.