



Alfred University

DIVISION OF STUDENT AFFAIRS
STRATEGIC INITIATIVES 2016-2022



A NOTE FROM THE VICE PRESIDENT

Dear students and colleagues,

I am pleased to share the Student Affairs strategic plan, developed in the 2015-16 year in response to Alfred University's new strategic plan. This document will guide us as we strive to achieve our vision of dedication to diversity, wellness in the wild and creative communities. We are excited about our initiatives, and we're going to need partnerships to achieve them. They're ambitious, but they provide an exciting blueprint as we educate ourselves and our students in this time of change within higher education. I'd like to thank our division leaders and the many students and staff who assisted in the development of this plan. Please take a moment to read through this. We would love to hear your thoughts!



Sincerely, Kathy Woughter, Vice President for Student Affairs, Alfred University

OUR MISSION

The mission of Alfred University is to provide excellent quality and enduring value through academic and co-curricular programming that is both intellectually challenging and practically relevant. We are culturally diverse and student-centered, and aim to serve an ever changing student population. We seek students with the aspiration and dedication to do well for themselves and for their greater communities. Thus, we prepare our students with the knowledge, skills and life-habits that will enable them to succeed, and to live lives of continuous personal growth and service to others. These outcomes are achieved through a commitment, by the entire AU community, to teaching and research, the pursuit of scientific and technical expertise, artistic creativity, and humanistic learning.

OUR VISION

Alfred University will be an innovative leader in the delivery of academic excellence and enduring educational value, preparing all students for success in their studies and throughout life.

OUR VALUES



- **KNOWLEDGE**
- **LEADERSHIP**
- **MENTORSHIP**
- **COLLABORATION**
 - **ADVOCACY**
 - **COMMUNITY**
- **EQUITY & INCLUSION**
 - **INNOVATION**

THE ALFRED UNIVERSITY EXPERIENCE

CULTIVATED BY STUDENT AFFAIRS & CREATED BY STUDENTS



dedication to diversity

ALFRED'S UNIQUE HISTORY OF EQUALITY INSPIRES US TO BE PROACTIVE IN CELEBRATING THE DIVERSITY ON OUR CAMPUS AND PREPARING STUDENTS WITH LEADERSHIP SKILLS TO CREATE SAFE, SOCIALLY JUST COMMUNITIES, STARTING HERE IN OUR OWN RURAL AREA.

creative communities

ALFRED'S UNIQUE COLLABORATION OF IDEAS LEADS TO INNOVATIVE SOLUTIONS. STUDENTS FROM VARIOUS ACADEMIC PROGRAMS LIVE AND LEARN TOGETHER, SHARING VALUABLE PERSPECTIVES TO CREATE A COMMUNITY OF INNOVATION AND ENGAGEMENT.

wellness in the wild

ALFRED'S UNIQUE RURAL SETTING IS UTILIZED AS BOTH AN EDUCATIONAL AND RECREATIONAL RESOURCE THAT REFLECTS CARE FOR THE SELF, THE COMMUNITY AND THE PLANET. OUR WELLNESS INITIATIVES FOSTER HEALTHY LIFESTYLE CHOICES IN AN ENVIRONMENTALLY AWARE AND CONNECTED CONTEXT.

STUDENT AFFAIRS GOALS FOR 2016 – 2022

AU BROAD GOAL 1

Alfred University will offer high-quality undergraduate and graduate education, characterized by Alfred's creative spirit, preparing our students to flourish in a rapidly changing world.

That means the Student Affairs division will:

- Enhance Student Affairs programs with an emphasis on the AU Experience
- Ensure all UNIV courses taught by Student Affairs support common learning outcomes.
- Nurture existing programs and develop new ways to educate students, in line with our “creative communities” vision statement.
- Continue to develop WILD and Drawn to Diversity programs with collaboration throughout the division.
- Revisit living-learning communities in residence halls and enhance our residential curriculum
- Ensure that all AU undergraduate students will graduate with at least one applied learning experience.
- SA division will develop and share best practices of offering quality internships within our own work-study and non-work-study employment offerings.
- Re-establish the Saxon Career Volunteer Network and other structured ways of connecting with alumni.
- Strengthen the use of our early alert system to positively impact retention.
- Help students develop key professional skills that will increase the likelihood of a successful transition following graduation
- Advocate for the development of a financial literacy program for students

STUDENT AFFAIRS GOALS FOR 2016 – 2022

AU BROAD GOAL 2

Alfred University reaffirms its 175 plus year commitment to diversity and social justice maintaining its forward-looking social and educational ideals.

That means the Student Affairs division will:

- Reaffirm the Social Change Model as our leadership platform, and ensure that each SA director has a working knowledge of this model.
- Develop new strategies to ensure the physical and psychological safety of our students, faculty and staff.
- Increase awareness of the bias response team
- Nurture existing programs and develop new ways to educate students, in line with our “dedication to diversity” vision statement.
- Place greater importance on diversity within hiring and organizational structure.
- Advocate for increasing the number of classes or programs that include a service learning or community service component.
- Increase the number of students who are registered to vote.
- Launch Art Force Five programs for the benefit of both AU students & other communities.
- Offer programs and expertise to local Chambers, nonprofits, and town-gown initiatives.

STUDENT AFFAIRS GOALS FOR 2016 – 2022

AU BROAD GOAL 3

Alfred University will promote sustainability as a basic principle of educational, environmental, financial, social and institutional responsibility.

That means the Student Affairs division will:

- Create a centralized digital forum for communication of AU programming not only for external audiences, but for internal program planners.
- Continue to foster a culture of assessment
- Streamline and update services, operations and programs as assessment indicates, and make resource allocations accordingly.
- Create non-traditional digital assessment to evaluate student satisfaction and learning outcomes
- Participate fully in AU initiatives to improve retention and graduation rates
- Develop new ideas for revenue streams as appropriate, with consideration not just to AU bottom line but also to unit-level enhancement
- Institute some best practices related to sustainability in on-campus living.
- Explore a fuller range of sustainability within our dining program, as AVI has considerable experience doing so on other campuses.
- Increase the number and quality of alumni events in conjunction with UR.
- Establish a culture of courtesy within the division.
- Ensure that employees can maintain an appropriate work-life balance, while realizing that not all jobs lend themselves to short workweeks.

STRATEGIC PLANNING TIMELINE

JUNE 2015

Directors retreat: Put closure on previous 7-year strategic plan and created the rough first draft of our new plan in response to AU's broad goals.

JULY 2015

Subgroup of directors fleshed out action items and shared for approval with directors to create Draft 2.

SEPTEMBER – NOVEMBER 2015

Draft 2 shared with entire division at kick-off on September 2nd and feedback was solicited. Additional volunteers were solicited to fine-tune and develop third draft

ACADEMIC YEAR 2015–16

AU's Strategic Planning Coordinating Committee finalized our overarching AU plan.

JUNE 2016

Directors' retreat allowed us to put the finishing touches on our division's plan.

SUMMER 2016

Directors convened their own strategic planning process within their units, with strategic items mapped to the Division's goals.

THE STUDENT AFFAIRS DIVISION AT ALFRED UNIVERSITY

DEPARTMENTS:

Athletics
Beth Robinson Judson Leadership Center
Robert R. McComsey Career Development Center
Center for Student Involvement
Dean of Students
Bromeley-Daggett Equestrian Center
Wellness Center (health and counseling)
Dining Services provided by AU Fresh
Residence Life
Public Safety

SELECTED INITIATIVES:

Gary Horowitz Service Learning Program
Women's Leadership Academy
Art Force Five
Diversity programming
Orientation
WILD (Wilderness Immersion, Leadership and Development)
Student Conduct Office
Emergency Response