

**Student Affairs Strategic Plan
2019-2014**

Alfred University



Student Affairs Vision



To Develop Alfred University's Unique Potential



Creative Connections

Alfred's unique... collaboration of ideas will lead to innovative solutions. Student Affairs will be leaders in building bridges and bringing students together to create a community of innovation and engagement.



Wellness within Wilderness

Alfred's unique... natural setting will be developed as both an educational and recreational resource that reflects care for the self, the community and the planet. Our wellness initiatives will foster healthy lifestyle choices in an environmentally aware and connected context.



Dedication to Diversity

Alfred's unique... history of equality will inspire 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.



Process

Winter 2008: Conducted extensive SWOT analysis

Summer 2008: Directors engaged in creative process to develop division-wide vision statement/graphics.

Winter 2009: Directors developed five broad goals in conjunction with draft University strategic planning process.

February 2009: Subgroup of directors put some detail into the plan to fit the University-required template.

March 2009: Draft plan presented at open forum to student affairs division; feedback solicited.

May 2009: Student Affairs Strategic plan finalized for 2009-14.

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Strategic Planning 2009-14

Five strategic goals in the next five years:

- **Define and develop the AU experience.**
- **Promote an environment of health, wellness and personal safety.**
- **Promote student engagement and social responsibility.**
- **Create diverse and inclusive communities.**
- **Ensure professional excellence.**

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Goal 1:

Define and Develop the AU Experience

- **1. Class identity is defined for first year to graduate students in terms of student development in all student affairs areas.**
 - 1a. Develop distinctive programs for incoming students, first-year students and new transfers
 - 1b. Explore senior send-off events, reunion events, and other ways to stay connected with young alumni
 - 1c. Become familiar with “sophomore year slump” issues and program accordingly
- **2. Full utilization of Alfred’s geographic location and outdoor properties**
 - 2. Convene team to develop full proposal for outdoor recreation possibilities

Define and Develop the AU Experience

- **3. Well-defined and marketed programs that reflection the student affairs vision of the AU experience**
 - **3a. Conduct student focus groups to find what they value**
 - **3b. Reach divisional consensus about “the AU experience.”**
 - **3c. Review all marketing materials, websites, etc. within student affairs to reflect ‘AU experience.’**

Goal 2:

Health, Wellness and Personal Safety

- **1. Adequate recreational and athletic spaces on and near campus.**
 - 1a. Create additional late night alcohol free social opportunities
 - 1b. Continue to advocate for the addition of recreational and athletic facilities and spaces.
 - 1c. Health Center will be fully insourced and providing continued excellent care for students
- **2. Safety upgrades are in place for the campus community**
 - 2a. Continue to advocate for the installation of electronic access management systems for each residence hall.
 - 2b. Require that employees who enter residence halls show University ID
 - 2c. Explore increasing public safety hours to provide a 24/7 operation.

Health, Wellness and Personal Safety

- **3. University-wide understanding of students' health and wellness characteristics prompts community-wide prevention efforts.**
 - **3a: Convene a task force on student substance use/abuse**
 - **3b. Continue to provide campus-wide education for students, faculty and staff on safety issues**

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Goal 3: Student Engagement and Social Responsibility

- **1. Students are prepared for life after college through effective career/personal skill development**
 - 1a. Strengthen curricular emphasis on internships, fieldwork and service learning (CDC, WLC, Equestrian Center)
 - 1b. Examine co-op program for viability
 - 1c. Create a career development class for art students
 - 1d. Fully develop the Gary Horowitz Leadership Development Program
- **2. The Gary Horowitz Center for Service Learning successfully integrates academic learning with community service on a broad scale**
 - 2. Continue to work with our VISTA volunteer to hone the mission, increase participation and measure outcomes in the Gary Horowitz Service Learning Center initiatives

Student Engagement and Social Responsibility

- **3. AU provides an environment of community engagement**

- **3a. Fine-tune systems that hold students accountable for behavior that negatively affects our community**
- **3b. Fully develop and utilize the new mediation program.**
- **3c. Revisit the concept of living-learning residential communities.**

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Goal 4: Create Diverse and Inclusive Communities

- **1. Student Affairs demonstrates inclusivity through hiring practices, education and program decisions, and budget allocation.**
 - **Recruit and retain diverse staff, including student staff**
 - **All departments will collaborate as appropriate with Coordinator of Diversity Programs**
 - **Complete CAS analysis (see Goal 5)**
 - **Advocate for resources that allow us to provide a better “student affairs” experience for Downstate students.**

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Create Diverse and Inclusive Communities

- **2. Our general environment is attractive and comfortable for diverse students.**
 - Conduct a full review of the Residence Life Task Force report and the EBI surveys to find where needs are not being met
 - Conduct an environmental audit to see where campus spaces may not be seen as inclusive and welcoming to our diverse students
 - Ensure that gathering spaces are comfortable and conducive to community engagement

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Goal 5: Ensure Professional Excellence

- **1. All student affairs staff are trained to appropriate levels in student development theory, our vision/mission, the social change model of leadership, and customer service, so that we're working toward shared goals.**
 - **Revamp the professional development committee with a budget**
 - **Ensure that staff in all areas are engaging in campus life as appropriate**
 - **Develop a stronger training program for new staff**

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Ensure Professional Excellence

- **Goal 1, continued:**
 - All departments will complete CAS or other standardized assessment in 2009-10
 - Conduct a job satisfaction audit and implement appropriate measures
 - Explore and set reasonable expectations for professional involvement, regionally at minimum.



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