

East Stroudsburg University
Division of Student Affairs
Strategic Plan 2010-2015

I. Vision

The division of Student Affairs at East Stroudsburg University strives to be recognized for our continued support of student development by ensuring access to engaging, meaningful and transformative learning opportunities in preparation for membership in a global society.

II. Mission

The student affairs division facilitates and supports the educational mission of East Stroudsburg University by promoting a campus environment that is conducive to academic achievement, responsive to the needs of a diverse campus population, and which provides programs and services that enhance the learning and personal growth of students in an environment of equality, dignity and mutual respect.

To fulfill this mission, we seek to:

- Encourage the building of a respectful, peaceful, and inclusive community tolerant of cultural, ethnic, gender, physical, racial, sexual orientation, and religious differences by providing programs and services focusing on social equity, multiculturalism, and diversity.
- Provide opportunities for growth and social development of students through participation in extra-curricular and co-curricular involvement, work experience and community service activities, which foster the development of leadership skills and a values system that is reflective of an educated society.
- Promote a healthy lifestyle for the campus community by providing health, psychological counseling, food, athletic and recreational services designed to maximize the personal functioning as an individual or as part of a group.
- Student Affairs will promote the notion of sustainability by offering programs and services that aim to achieve climate neutrality through education, exposure to green values and attitudes, and most of all conscientious action.
- Offer programs, services, and experiences to enhance and promote student career development.
- Ensure that campus facilities (managed by the division) and residence halls are clean, affordable, competitive, safe, and secure.
- Promote community standards and an educational student conduct process that encourages student responsibility and accountability.
- Promote the effective use of human, financial, and physical resources to advance the University's goal of excellence including collaborative efforts with constituencies internal and external to the University community.

III. Values

Collectively, and as individuals, the Student Affairs Division at East Stroudsburg University strives for excellence through a student centered approach that focuses on supporting the academic mission of East Stroudsburg University; demonstrating a commitment to student learning outside of the classroom; and, an appreciation for multicultural competence. We remain dedicated to advancing the highest level of ethical standards, personal and professional integrity, and demonstrating actions consistent with the core values of East Stroudsburg University.

IV. Strategic Themes

In accordance with the vision, mission and values of the division of Student Affairs, the following strategic themes will be instrumental in guiding the division in achieving optimal student success.

- A. **Resources** - Collaborating across departmental units and with the other divisions of the university, student affairs will maximize the use of human, financial, technological, and physical resources in order to provide students with an enriched college experience that complements the wealth of learning that takes place in the classroom and promotes a holistic approach to student success and growth.
- B. **Service/Outreach** – In an effort to deliver the most relevant and effective programs and services to the members of the campus community, Student Affairs will develop effective recruitment and marketing procedures, analyze/evaluate internal operations and processes, support staff development, and encourage innovation and creativity. Student Affairs will communicate with and collaborate with all stakeholders to ensure community service and engagement that strengthens the awareness of, and relationships between East Stroudsburg University and relevant constituents.
- C. **Learning** –Student Affairs will support learning and the achievement of established learning outcomes through the delivery of effective co-curricular and extra-curricular programs that consider the needs of an increasingly diverse student body and reflect our commitment to continuous improvement through rigorous assessment.

V. Synergistic Outcomes

A well prepared and responsive staff, operating in modern facilities and equipped with advanced technologies, will collaborate with colleagues on and off campus to deliver exceptional programs/services that meets the needs of a growing and increasingly diverse student body. As a result of innovative recruitment and marketing strategies, more students will take advantage of service, leadership, and employment opportunities that are intentionally designed to facilitate the development of critical thinking skills, effective communication, information/technological literacy, superior problems solving abilities, and global awareness. To the greatest extent feasible, co-curricular

and extra-curricular programming, grounded by well documented policies/procedures and embedded with regular/ongoing assessment activities, will reflect best practices within the higher education community. We envision all of this will occur in a more respectful and civil environment to which Student Affairs will purposely contribute.

VI. Strategic Theme Action Plan – See Below

Strategic Theme Action Plan

Strategic Theme #1: Resources				
Resources				
<ul style="list-style-type: none"> SALT – Student Affairs Leadership Team 				
Actions/Initiative	Who	When	Outcome	New Resource
<p>Facilities – Plan and develop divisional facilities that meet the needs of current and future students, and are reflective of programmatic and service trends identified in the East Stroudsburg University Facilities Master Plan.</p> <p>Human Capital – Develop an organizational structure that effectively addresses the needs of current and future students and is reflective of programmatic and service trends identified by professional standards, department needs, and program reviews.</p> <p>Technology – Acquire and utilize information technologies to improve services, enhance security and be responsive to the expectations of the millennial student.</p> <p>Financial Resources – Identify and secure the financial resources necessary to meet divisional objectives.</p> <p>Sustainability - In concert with East Stroudsburg University, Student Affairs strives to inspire our constituents towards achieving climate neutrality through education, exposure to green values and attitudes, and most of all conscientious action.</p>	<p>SALT/Directors</p> <p>SALT</p> <p>Directors</p> <p>SALT/Directors</p> <p>Directors</p>	<p>Ongoing through 2014</p> <p>2010-2012</p> <p>Ongoing through 2014</p> <p>Ongoing through 2014</p> <p>Ongoing through 2014</p>	<ul style="list-style-type: none"> Koehler renovation Information Commons Recreation Center expansion Construction of new student housing Dining Hall renovations Baseball Field Adjustments in position roles and responsibilities Implementation of ancillary systems Co-curricular transcripts Enhanced E-Card operations/functionality Increased security All new construction will have LEEDS® Certification Increased recycling efforts Continued support of ESU's Sustainability Commission 	<ul style="list-style-type: none"> Student fees New position lines Increased/new funding streams for facilities External grants Bond financing

Strategic Theme Action Plan

Strategic Theme #2: Service/Outreach

Service/Outreach

- SALT – Student Affairs Leadership Team

Actions/Initiative	Who	When	Outcome	New Resource
<u>Collaboration</u> – Maximize effectiveness of divisional volunteer/service efforts through enhanced coordination and collaboration.	Directors/SALT	Ongoing through 2014	<ul style="list-style-type: none"> • Coordination of community service efforts • Reduced duplication of programs and services • Increased service learning opportunities 	<ul style="list-style-type: none"> • Coordinator of Service Learning
<u>Policies/Procedures</u> – Document and codify all divisional policies and procedures consistent with university approved guidelines.	VP/SA/Directors	2011	<ul style="list-style-type: none"> • Make all policies/procedures available in consistent format • All practices documented and routinely reviewed • Develop policies where gaps exist 	<ul style="list-style-type: none"> • New technologies for marketing and recruitment • New scholarship funding sources • Increased funding for conference and travel fees
<u>Marketing/Recruitment</u> – Employ innovative marketing strategies to increase active student participation in divisional programs and services and to facilitate the recruitment of high quality students.	Directors/Head Coaches	Ongoing through 2014	<ul style="list-style-type: none"> • Increased participation in programs and services • Effective high quality programming • Increased utilization of social networking sites 	
<u>Professional/Staff Development</u> – Enhance the competence and expertise of divisional staff through training and professional involvement.	SALT/PDC/Directors	Ongoing through 2014	<ul style="list-style-type: none"> • Strengthened service offerings through integration of best practices • Increased staff satisfaction and retention 	
<u>Customer Service/Retention</u> – Address issues of campus climate in order to improve customer service, increase civility and bolster retention.	All divisional staff	Ongoing through 2014	<ul style="list-style-type: none"> • Greater sense of community • Improved staff morale • Fewer student complaints • Improved scores on campus climate survey • Improved effectiveness 	

- PDC – Student Affairs Professional Development Committee

Strategic Theme Action Plan

Strategic Theme #3: Learning

Learning

- SALT – Student Affairs Leadership Team

Actions/Initiative	Who	When	Outcome	New Resource
<p><u>Multicultural Competence</u> – Plan and deliver programs and services that embrace and advance the University’s commitment to inclusiveness and multicultural competence in order to better prepare students for membership in a global society.</p> <p><u>Co-Curricular Transcripts</u> – Develop a co-curricular transcript that documents student involvement and co-curricular learning experiences.</p> <p><u>Student Engagement</u> – Develop and deliver co/extra-curricular opportunities that enhance prospects for student learning and achievement by providing programs, services, and employment opportunities.</p> <p><u>Assessment</u> – Adopt comprehensive assessment strategies to ensure that intended student and programmatic outcomes are realized by delivering effective and efficient programs/services.</p>	<p>All divisional staff</p> <p>Student Activities/Directors/Academic Computing</p> <p>All divisional staff</p> <p>SALT/All divisional staff</p>	<p>Ongoing through 2014</p> <p>2010-2012</p> <p>Ongoing through 2014</p> <p>Ongoing through 2014</p>	<ul style="list-style-type: none"> • Greater sensitivity among professionals/staff to cultural differences • Greater satisfaction and retention among members of underrepresented groups • Increased participation in programs and services among members of underrepresented student groups <hr/> <ul style="list-style-type: none"> • Record of student involvement and level of engagement <hr/> <ul style="list-style-type: none"> • Increased participation and engagement <hr/> <ul style="list-style-type: none"> • Improved quality of programs and service offerings 	<ul style="list-style-type: none"> • Licensing fees

Appendix 1

The strategic planning process in the division of Student Affairs was derived from the Strategic Plan Development Workshop presented by Dr. Alla L. Wilson, Dean of the College of Business Management. The working document, “Strategic Planning 101” outlines the steps that the COBM undertook in completing its strategic plan. The strategic planning process in Student Affairs asked each unit to submit information that speaks to each of the following areas:

1. Gap Analysis - This is an assessment tool that enables an organization to compare its actual performance with its potential performance and involves the identification of best practice institutions as well as critical processes/procedures.
2. Key Success Factors – The directors were asked to identify the overarching elements (KSFs) of their respective operations that needed to be in place and be completed well in order for their department to succeed and maintain excellence.
3. Environmental Trend Analysis - This component involved the identification of critical/emerging trends in the environment that are expected to drive change and have the greatest impact on the departments over the next 5-10 years. Each unit was asked to identify and document the trends most relevant for their respective departments, provide a narrative of the implications of each trend related to respective units, and make some recommendations for how ESU and/or the Division might best respond.
4. S.W.O.T. Analysis (Strengths & Weaknesses) - Next, each unit was asked to identify resource based strengths and weaknesses internal to respective units, and to separate strengths into either tangible resources (financial, physical, technological, organizational) or intangible resources (human resources, innovation reputational).
- 4a S.W.O.T. Analysis (Opportunities & Threats) – As a continuation of the strengths and weakness section of the SWOT, each unit was then asked to submit opportunities and threats for each respective units based on external factors such as changes in the environment, competition, and changing position in the market.
5. Unit Objectives – Based on the various analyses previously submitted, each unit was asked to identify and document strategic goals (higher order goals that relate to vision or mission and have longer term ramifications) and operational goals (shorter term, tactical in nature, and designed to help attain strategic objectives goals/objectives).

Once all Unit submissions were received, the Student Affairs Leadership Team (SALT), following the template released by the ESU Office of Academic and Institutional Effectiveness, compiled the comprehensive Student Affairs Strategic Plan for inclusion into the East Stroudsburg University Strategic Plan. The Division held two planning retreats in an effort to allow all members of the division the opportunity to provide input into the Student Affairs Strategic Plan.

Appendix 2

All departments within the division have done some form of planning in the past, but the methodology employed for this process was very comprehensive and required each director to thoroughly analyze their operations. It provided a valuable opportunity for them to interact with their counterparts in PASSHE and, in some cases, nationally. In so doing, unit directors were able to objectively compare their practices with those of institutions of similar size and demographics. In some instances, it was a humbling and revealing experience that prompted critical reviews leading to many of the objectives contained in the plan.

An observation echoed by many the directors is the somewhat reactive nature of our operations, and the fact that we tend to make adjustments as a result of problems or external forces rather than proactive strategies that anticipate changes in the environment. The strategic planning process afforded the opportunity to better prepare for the future and will undoubtedly have a positive impact on the way we deliver programs and services going forward.

The collective planning process employed by the Division, including two division-wide retreats, enabled directors and support staff to learn much more about each other's operations, and as a result numerous opportunities for interdepartmental collaboration were identified, hopefully facilitating achievement of divisional goals and outcomes. Additionally, division staffs, by virtue of having provided important input into the planning process, were able to develop a greater sense of pride and ownership in the direction of future projects/initiatives.

Another benefit of this planning exercise was the opportunity to think big and see a larger picture of the possibilities, one that goes beyond ESU's borders and encompasses a more global perspective for the delivery of program/services, consistent with the ever increasing diversity of culture and ideas on campus.

There existed a good deal of apprehension about this undertaking, particularly among those who considered some of the tasks unnecessary or repetitive. However, in the end, previously skeptical staff members seemed to recognize that strategic planning, though it may be very time consuming, is important and that it need not be such a daunting task if approached systematically.

Appendix 3

The Student Affairs Strategic Plan was developed through collaboration from each member of the Student Affairs Division with direction being provided at the unit level by the Director's of each unit. The plan being submitted for inclusion in the University's Strategic Plan was prepared by members of the Student Affairs Leadership Team under the direction of the Vice President for Student Affairs.

Student Affairs Leadership Team (SALT)

Dr. Doreen M. Tobin – Vice President for Student Affairs
Mr. Warren R. Anderson – Assistant Vice President for Student Affairs
Dr. Tom Gioglio – Director, Intercollegiate Athletics
Mr. Fredric A. Moses – Executive Director, Student Activities Association, Inc.
Mr. Robert M. Moses – Director, Residence Life and Housing

Student Affairs Units and Directors

Alcohol, Tobacco & Other Drugs – Mr. Randy Light
Business Services, SAA – Ms. Patricia Baylor
Campus Card Services- Mr. Robert Smith
Campus Ministries – Vacant
Career Services – Dr. Dennis B. Steigerwalt
Counseling & Psychological Services – Dr. John Abbruzzese, III
Greek Life – Vacant
Health Services – Ms. Maria Hackney
Intercollegiate Athletics – Dr. Tom Gioglio
Recreation Center – Mr. Joseph Akob
Residence Life & Housing – Mr. Robert M. Moses
Stony Acres – Ms. Madeline Constantine
Student Activity Association – Mr. Fredric A. Moses
Student Conduct & Community Standards – Ms. Amy Kuipers
University Center & Student Activities – Mr. John Robinson
University Store – Mr. Roger DeLarco