

**2021-2024**

**DIVISION OF STUDENT AFFAIRS  
STRATEGIC PLAN**

**SIUE**

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## LETTER FROM VICE CHANCELLOR JEFFREY WAPLE



In the Spring of 2019, the Division of Student Affairs embarked on a division-wide, strategic planning process. Involving all staff in the Division, we worked together to create a new mission, vision and values, and goals that will take us into 2024 and beyond.

As our mission states, “Student Affairs supports students as they learn from and navigate life’s opportunities and challenges.” We provide quality programs, services, facilities and learning environments that empower students to succeed at Southern Illinois University Edwardsville.

The Student Affairs Strategic Plan 2021-2024 incorporates strategic priorities from across the division. Many of the objectives were developed to support and integrate with the SIUE Strategic Plan, the Quality Initiative, the Diversity and Inclusion Strategic Plan and the Anti-Racism Task Force recommendations. Detailed objectives and an action plan for each year of the plan were developed and progress will be reported on an on-going basis.

Most importantly, the Student Affairs Strategic Plan creates a framework for Student Affairs work while providing a renewed focus on student learning and student success.

My sincere thanks to the strategic planning committee and all who participated in the listening and planning sessions that led us to a plan that outlines Student Affairs priorities, goals and objectives, as we continue to advance.

It’s a great day to be a Cougar!

A handwritten signature in black ink that reads "Jeffrey M. Waple".

Dr. Jeffrey Waple  
Vice Chancellor for Student Affairs

**SIUE is a nationally recognized university** that provides students with a high-quality, affordable education, that prepares them for successful careers and lives of purpose to shape a changing world. Built on the foundation of a broad-based, high-quality education and enhanced by hands-on research and real-world experiences, the academic preparation SIUE students receive equips them to thrive in the global marketplace and make our communities better places to live.

Situated on 2,660 acres of beautiful woodland atop the bluffs overlooking the natural beauty of the Mississippi River's rich bottom land and only a short drive from downtown St. Louis, the SIUE campus is **home to a diverse student body of nearly 13,000.**

SIUE awards degrees in undergraduate and graduate programs encompassing the arts, sciences, nursing, education, health, human behavior, business and engineering. The Schools of Dental Medicine and Pharmacy award first-professional doctoral degrees in dental medicine (DMD) and pharmacy (PharmD). Doctoral programs are available in nursing practice and educational leadership. Cooperative PhD programs in history, environmental resources and policy, engineering science and computer science are offered with SIU Carbondale.

SIUE is an NCAA Division I member of the Ohio Valley Conference, as well as the Mid-American Conference (MAC) as affiliate members in the sports of men's soccer and wrestling.

**The Edwardsville campus is enhanced by campuses in Alton and East St. Louis.**



# ABOUT SIU SYSTEM

The Southern Illinois University System, with an annual operating budget of \$895 million in FY15, enrolls more than 31,000 students in programs from two-year technical curricula to the Ph.D. and professional programs in a variety of fields including law, medicine and dental medicine. SIU was chartered in 1869 as Southern Illinois Normal University, a teachers college. In 1947, the name was changed to Southern Illinois University, reflecting the institution's academic expansion. The University also expanded geographically. In 1949, SIU began offering off-campus academic courses in the metropolitan East St. Louis area, which led to the eventual development of a separate institution in Edwardsville.

A modern and comprehensive post-secondary educational institution, Southern Illinois University offers a broad range of academic programs that lead to Associate, Baccalaureate, Master's, Specialist's, Doctoral and Professional degrees. The instructional, research and service missions of the two constituent institutions reflect the needs of the geographic areas in which they are located. The university is also committed to serving statewide needs. This commitment is reflected in educational activities located off the main campuses in communities throughout the state, online programming and the work of our alumni. It is realized also through research and training exchanges and through world-wide student exchange programs.

A nine-member Board of Trustees governs Southern Illinois University and sets policy that enables the university to carry out established missions and goals. The President of Southern Illinois University is its chief executive officer and reports to the Board of Trustees. The University Chancellors report to the President and are responsible for the internal operations of SIUE and SIUC.



## MISSION

**Student Affairs supports students as they learn from and navigate life's opportunities and challenges.**

## VISION

**Student Affairs boldly prepares students to impact a changing world.**

## VALUES

1

### Collaboration

We intentionally seek partnerships for the purpose of transforming student learning.

2

### Cultural Competence

We continuously self-reflect and critique, as we expand our knowledge of social identities, cultures and worldviews of others.

3

### Community

We value the needs of the individual on their path to success while promoting an environment that is inclusive and engaged.

4

### Social Justice

We commit to creating a community that facilitates full and equitable access to learning while identifying and removing barriers.

5

### Well-being

We invest in people, places and spaces to strengthen the well-being of all.

6

### Transformational Action

We take action, challenge assumptions and strive to bring forth sustainable change.

## THE ROLE OF STUDENT AFFAIRS

Student Affairs strives to engage the SIUE community in services and programs that make lifelong learning possible. This strategic plan is designed to focus our efforts on providing an SIUE student experience in which every student feels supported by the campus environment, connected to the institution and prepared for the challenges of today and tomorrow.

# 2021-2024 STUDENT AFFAIRS STRATEGIC PLAN

Developing an innovative and impactful strategic plan for the SIUE Division of Student Affairs was a collaborative effort across the division and informed by the SIUE Strategic Plan, SIU System Strategic Plan, SIUE Diversity and Inclusion Strategic Plan, Anti-Racism Task Force Recommendations and Higher Learning Commission Quality Initiative efforts.

The three-year plan is ambitious, with expected annual outcomes for each objective of each goal. The Strategic Priorities align with the Student Affairs Values, as well as the overall goals of both the SIUE and SIU System Strategic Plans.

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## Background

A January 2019 half-day working session launched the strategic planning process in Student Affairs, led by Kimberly Allen, PhD and Sandra Harris, MAEd. Employees throughout the Division of Student Affairs gathered to reflect upon our purpose, mission, vision, values, innovation, strengths, opportunities, challenges and results. A summary of the findings of this session was developed and created a foundation for the pathway to the 2021-2024 Student Affairs Strategic Plan.

Next, a call was made across the Division for experienced colleagues to serve on the Student Affairs Strategic Planning Team.

## The Student Affairs Strategic Planning Team was provided the following charge:

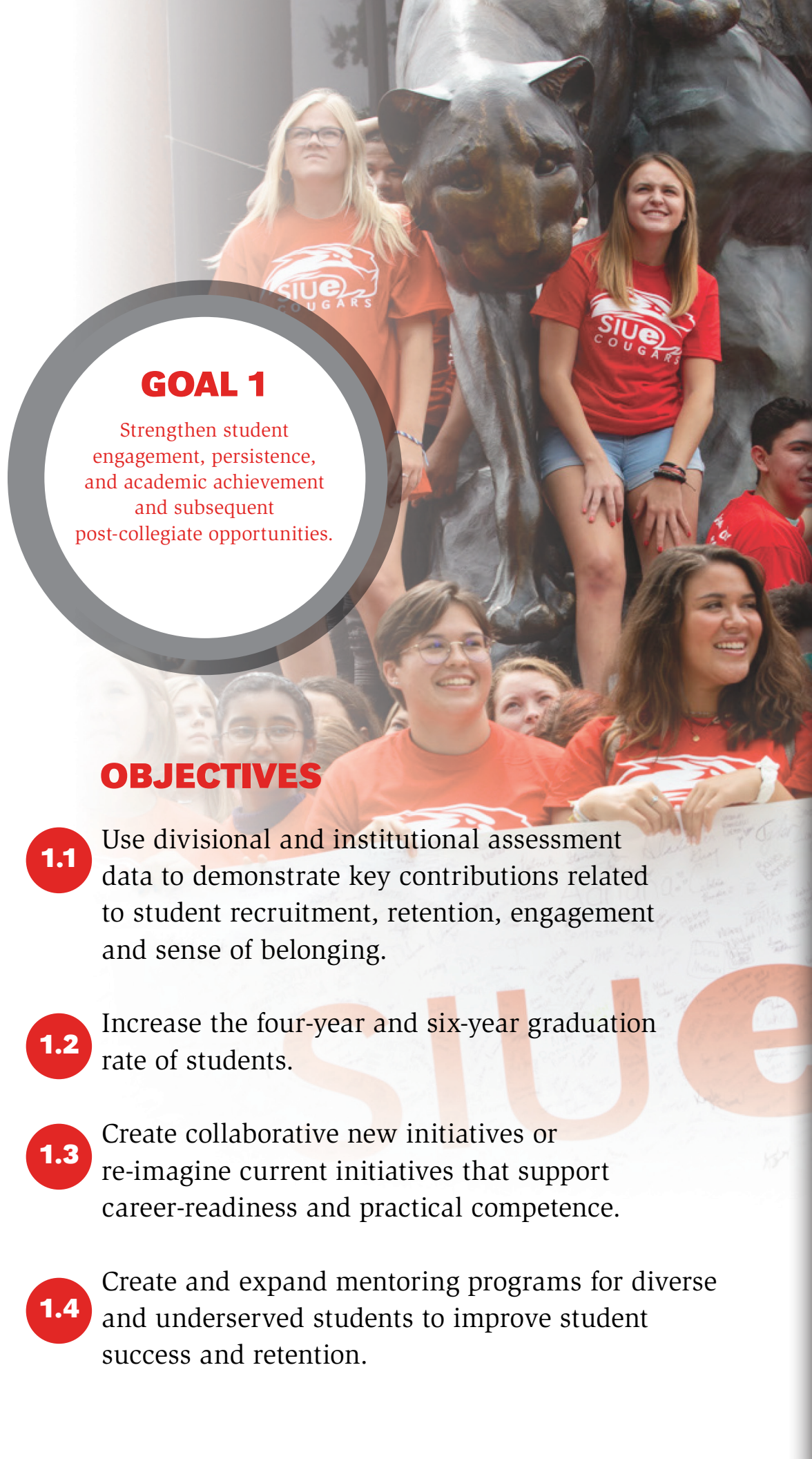
- Contribute to the creation of the Mission, Values and Vision for Student Affairs.
- Develop and set the five to seven key areas of focus needed to achieve the vision over the next five years.
- Discover, analyze and synthesize current trends, perceptions, limitations, needs and resources for Student Affairs.
- Create a plan to achieve the vision, including long-term strategic objectives and annual goals.
- Develop an implementation plan that integrates the Student Affairs strategic plan with department-level strategic plans and connects to the SIUE strategic plan. Create a structure to assist in the development of department-level plans, including identification of key performance indicators.
- Develop an evaluation process to determine success to be used in the first year and beyond.
- Maintain excellent communication and engagement from key stakeholders within and outside of Student Affairs.

Over the course of the next 30 months (with a year-long interruption responding to a world-wide pandemic), the Student Affairs Strategic Planning Team reviewed data, hosted working sessions, drafted documents, provided feedback opportunities and continuously reviewed and revised to establish the Student Affairs mission, vision and values, as well as priorities, goals, objectives and a three-year action plan.

This plan is adaptable and will allow us to revisit our action plan to achieve the established priorities, goals and objectives. This is the beginning of our division-wide journey in boldly preparing students to impact a changing world.



# STUDENT SUCCESS



**GOAL 1**  
 Strengthen student engagement, persistence, and academic achievement and subsequent post-collegiate opportunities.

## OBJECTIVES

- 1.1 Use divisional and institutional assessment data to demonstrate key contributions related to student recruitment, retention, engagement and sense of belonging.
- 1.2 Increase the four-year and six-year graduation rate of students.
- 1.3 Create collaborative new initiatives or re-imagine current initiatives that support career-readiness and practical competence.
- 1.4 Create and expand mentoring programs for diverse and underserved students to improve student success and retention.



# STAFF SUCCESS

## OBJECTIVES

- 2.1 Standardize equitable, inclusive, fair hiring, training and compensation practices.
- 2.2 Identify initiatives that contribute to the recruitment and retention of underserved staff.
- 2.3 Strategically identify collective talents, expertise and passion within Student Affairs staff to advance institutional priorities.
- 2.4 Address employment holistically to include support for performance, career growth and well-being, while fostering retention for SIUE staff.
- 2.5 Confirm that all SIUE job descriptions include language regarding the importance of diversity and inclusion.



**GOAL 2**  
 Focus on organizational health and invest in division staff throughout their employment by evaluating needs and engaging in ongoing professional development.



# A CONTEMPORARY CO-CURRICULUM



## GOAL 3

Provide optimal delivery of high-impact experiential co-curricular programs to enhance student learning and development while pursuing degree completion.

### OBJECTIVES

- 3.1 Embed opportunities for the development of practical and career-readiness competencies throughout the student experience while allowing students to showcase learning through implementation and use of a co-curricular transcript.
- 3.2 Utilizing division-wide assessment data, collect and share outcomes and impact of co-curricular programs and services, with a variety of stakeholders, in order to enhance program quality and relevance.
- 3.3 Align co-curricular program experiences with post-graduation success measures.
- 3.4 Deliver opportunities for students to develop social responsibility.
- 3.5 Examine outcomes and impact of co-curricular programs and services of underserved populations and share with a variety of stakeholders.



# INFRASTRUCTURE AND RESOURCES

## OBJECTIVES

- 4.1 Ensure that the annual budgeting process is transparent and budgets address student needs and fulfill divisional priorities.
- 4.2 Promote proper stewardship and effective usage of university allocations with strategic facility plans to address the needs of students and staff for inclusive, accessible and flexible spaces.
- 4.3 Establish diversified revenue streams in partnership with the SIUE Foundation and SIUE Graduate School in the areas of grants, restricted and unrestricted funds, as well as targeted campaigns to meet Student Affairs goals.
- 4.4 Strengthen our technological infrastructure to enhance and improve delivery of multiple programs and services.
- 4.5 Enhance the financial and environmental sustainability efforts of our units within Student Affairs.



## GOAL 4

Provide fiscally sound and innovative stewardship of Division funds and facilities to effectively support student needs.



# COLLABORATIVE PARTNERSHIPS



## GOAL 5

Develop, engage and sustain purposeful internal and external partnerships that reimagine student learning in programs and services.

### OBJECTIVES

- 5.1 Communicate the purpose and value of Division programs and services to convey impact to stakeholders to build partnerships.
- 5.2 Seek partnerships with other administrative and academic units to enhance data collection and gain new insight into the SIUE student experience.
- 5.3 Cultivate campus partnerships that reimagine collaboration to enhance the student experience inside and outside the classroom.
- 5.4 Identify and invite off-campus partners (local, national and global) to collaborate on student-centered initiatives.



# INCLUSION AND EQUITY

### OBJECTIVES

- 6.1 Provide opportunities for students to be exposed to, engage with, to enhance understanding of and honor diverse cultures and backgrounds.
- 6.2 Offer strategic opportunities to advance the Student Affairs educators' abilities to create equitable and inclusive learning in co-curricular programs and services.
- 6.3 Implement restorative practices to promote healthy dialogue and effectively resolve interpersonal conflict.
- 6.4 Review existing Student Affairs policies, procedures and processes to inform development or improvement of programs and services that advance inclusion for underserved student populations.



## GOAL 6

Advance an inclusive culture and equitable practices and outcomes.



**Accessible Campus Community and Equitable Student Support (ACCESS)** - ACCESS provides reasonable accommodations to ensure that students with disabilities have access to the university and its programs, through intentional interventions, programs and services, in order to meet federal guidelines, encourage personal growth and increase effective communication.

**Campus Recreation** - Campus Recreation offers the university community recreational and educational opportunities that teach the values of mind, body and spirit wellness.

**Career Development Center** - The Career Development Center offers guidance and resources related to career exploration and development, planning and preparation, experiential education, professional growth and job attainment, through collaborations with the university community and employer partners.

**Counseling Services** - Counseling Services actively promotes the personal, social, emotional and cognitive growth of SIUE students. This service is provided through individual counseling, counseling groups, healthy living workshops, consultation and referral.

**Dining Services** - SIUE offers various progressive dining venues, including a contemporary food court, catering services, café's, kiosks and convenience stores. Dining Services takes pride in achieving excellence and answering the demands of a growing university, while maintaining fiscal responsibility and integrity.

**Early Childhood Center** - The Early Childhood Center (ECC) strives to provide quality care and education for children of the university community, ages two through five. The ECC assists student parents with their goal of obtaining a college degree by providing convenient and affordable childcare and connecting them to resources. The ECC also serves as a demonstration site for research, observation and practicum purposes.

**Health Service** - Health Service provides accessible acute clinical care and health education programming that assists students to engage fully in the intellectual, cultural and social life of the University community, compliments the academic mission of the university and encourages students to take responsibility for their health.

**Kimmel Student Involvement Center / Morris University Center / Student Success Center** - The Kimmel Student Involvement Center offers educational, cultural and social enrichment opportunities that support student learning and campus life. The Morris University Center provides a place for recreational and educational programming, as well as numerous essential services. The Student Success Center is a state-of-the-art facility housing academic and personal support services in one convenient location.

**University Housing** - University Housing fosters an environment that promotes opportunities for students to become civically, socially and academically responsible individuals, who are engaged members of their current and future communities.



- **January 2019**  
Division-wide Kick-Off
- **February 2019**  
Division Strategic Planning Survey distributed for those unable to attend
- **May 2019**  
Division Strategic Planning Survey distributed for those unable to attend
- **July 2019**  
Division-wide working session as part of the SA Mini-Conference including feedback on Mission, Vision and Values

- **October 2019**  
Mission, Vision and Values shared with SA Directors
- **December 2019**  
Mission, Vision and Values shared with SA Directors
- **January 2020**  
Mission, Vision and Values launched to Division

- **February 2020**  
Working session with Strategic Planning team, SA Directors and consultants including SWOT Analysis and development of strategic goals and objectives
- **September 2020**  
Working session with Strategic Planning team and consultants to review Strategic Goals and begin to create objectives and action plans
- **November 2020**  
Working session with Strategic Planning team and consultants to review Strategic Goals and begin to create objectives and action plans

- **December 2020**  
Strategic Planning Team full-day working session with facilitators
- **April 2021**  
Working session with Strategic Planning team, SA Directors and consultants including SWOT Analysis and development of strategic goals and objectives
- **July 2021**  
Launch Student Affairs Strategic Plan



# PROCESS AND TIMELINE

# CONCEPTS AND DEFINITIONS

## **Budget Process**

Budget process refers to the establishment of division priorities (both short-term and long-term), assumptions, projected revenue and expenses, contributions to reserves and identified contingencies.

## **Career Mapping**

Career maps help employees think strategically about their career paths and how to meet their career goals within the organization, rather than leave it. Involves three steps: Self-assessment, Individualized career map and exploring other opportunities. (Society of Human Resource Managers)

## **Career Readiness**

Career readiness is the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace. (NACE)

## **Co-curricular**

Experiences that develop competencies, broaden student learning and develop the whole self, while complementing classroom learning. Examples: Study abroad, student-faculty research experiences, service learning, professional clubs or organizations, athletics, honor societies, career services, etc. (Higher Learning Commission)

## **Diverse Background and Cultures**

The variety created in any society (and within any individual) by the presence of different points of view and ways of making meaning which generally flow from the influence of different cultural and religious heritages, from the differences in how we socialize women and men and from the differences that emerge from class, age and developed ability. (AAC&U)

## **High-Impact Practices**

Teaching and learning practices [that] have been widely tested and have been shown to be beneficial for college students from many backgrounds. These practices take many different forms, depending on learner characteristics and on institutional priorities and contexts. (AAC&U)

## **Infrastructure**

Infrastructure may include any of the following: Allocation of staffing and distribution of staff roles and responsibilities; Allocation of other resources (time, space, money); Physical space (buildings, campus layout, meeting spaces); (IT infrastructure, internet platforms, computer hardware, operating systems, enterprise software applications, networking/telecommunications, data management and storage systems and consultants and system integrators).

## **Leadership**

The set of skills, behaviors and attitudes held by those who make a difference in the world around them. (Komives, Lucas, & McMahon, 2013)

## **Organizational Health**

Definition two from a website. Organizational Health is an organization's ability to function effectively, to cope with change appropriately and to grow from within which results in high performance. Addressing an organization's complicatedness or 'pain points' results in active engagement, improved productivity, and better performance.

## **Practical Competence**

Knowledge and skills that enable students to be self-sufficient and capable of solving everyday problems.

## **Resources**

Time, money, space and people.

## **SA Staff**

Administrative and Civil Service. Generally not inclusive of student employees, GA/TA or extra help unless specifically noted.

## **Social Responsibility**

A personal investment in and responsibility to the well-being of others and of the planet.

## **Student Affairs educators**

Student Affairs staff in roles with responsibility of educating others (Kerr, et al.)

## **Student Leaders**

Any student who actively engages with others to accomplish change. Whether as the positional leader or participant-collaborator-group member, a person can be a leader by taking initiative and making a difference in moving the group forward toward positive change. (Komives, Lucas, & McMahon, 2013)

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**Melissa McEldowney**

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**Anna Pavlik**

Morris University Center

**Prince Robertson**

Student Affairs

**Tammy Taylor**

Career Development Center

**Ryan Van Loo**

University Housing

**Kelly Jo Hendricks**

Co-Chair

**Miriam Roccia**

Co-Chair

## PRIORITY 1: STUDENT SUCCESS

**Andrea Keller**

Associate Director, Kimmel Student Involvement Center

**Anna Pavlik**

Assistant Director, The Cougar Store and Textbook Service

**Ryan Van Loo**

Assistant Director, University Housing

## PRIORITY 2: STAFF SUCCESS

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**Prince Robertson**

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## PRIORITY 3: A CONTEMPORARY CO-CURRICULUM

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Associate Dean, Students for Diversity and Inclusion and Director of Counseling Services

**Kelly Jo Hendricks**

Director, Morris University Center, Student Success Center and Kimmel Student Involvement Center

**Tammy Taylor**

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