

THE  
UNIVERSITY  
OF RHODE ISLAND  
DIVISION OF  
STUDENT AFFAIRS

Strategic Action Plan 2023-2028



# A Message from the Vice President



Student Affairs, at the University of Rhode Island, is comprised of 10 units with more than 450 staff members and 1,200 student employees. Student Affairs is dedicated to enhancing the personal, professional, and academic development and engagement of all students by creating inclusive and collaborative learning experiences in a diverse and welcoming campus community. In keeping with the University's FOCUS URI Strategic Plan, Student Affairs is committed to student success and access that supports life-long learning, well-being, leadership, inclusion, and innovation.

URI Student Affairs strives to be a nationally recognized student-focused division. To accomplish that, we will use this plan as our roadmap for the future in our pursuit of supporting the development of independent thinkers and global citizens who inspire hope for the future.

Best regards,

**Ellen M. Reynolds, Ed.D.**

*Vice President, Division of Student Affairs*



# ABOUT THE STRATEGIC PLAN

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This plan defines goals and actions for Student Affairs at the University of Rhode Island from 2023 through 2028, demonstrating our commitment toward our pursuit of excellence along with the actions we will take to achieve them in our service to current and future students. Recognizing that a strategic action plan must be nimble to meet unforeseen needs, Student Affairs leadership will review this framework periodically to assess, continuously improve, and establish ongoing goals for the division and its units that support the strategic priorities of the division and the University.

## MISSION: DIVISION OF STUDENT AFFAIRS

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The Division of Student Affairs at the University of Rhode Island is committed to creating inclusive and collaborative learning experiences that ignite a lifelong pursuit of knowledge, equity, justice, and well-being in every student. We strive to anchor students in a diverse and welcoming campus community that supports the development of independent thinkers and global citizens who inspire hope for the future.

## VISION: DIVISION OF STUDENT AFFAIRS

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We strive to be a nationally recognized student-focused division committed to student access and student success that supports life-long learning, well-being, leadership, inclusion, and innovation.



# Strategic Goal 1

## HEALTH & WELL-BEING

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*Establish resources to expand existing and develop new programs that promote physical, mental, and social health and well-being for students, staff, and faculty.*

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- ACTION 1:** Establish and enhance programs and initiatives for traditional and nontraditional students that cultivate a sense of belonging, connection, and engagement.
- ACTION 2:** Expand existing and develop new programs and coursework to promote physical and mental well-being for students, staff, and faculty.
- ACTION 3:** Expand relationships with URI partners in teaching, assessment, and research projects on students' health and well-being.
- ACTION 4:** Design and build new integrated facilities that will foster a more collaborative and interdisciplinary approach to physical and mental health and well-being.
- ACTION 5:** Develop a needs, market, and space assessment for all health and wellness related departments in the Division and the partners with whom they support.
- ACTION 6:** Partner with University stakeholders to create and communicate policies and procedures for students with critical needs (such as extensions on assignments and test taking time limits, quiet testing area, dealing with emotions (loss), hospitalizations, etc.) due to extenuating circumstances.

# Strategic Goal 2

## DIVERSITY, EQUITY & INCLUSION

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*Creating a community that prioritizes diversity, equity, inclusion, engagement, and belonging for students and staff through critical conversations, advocacy, student-focused organizations, services, programs, and events, and staff-centered professional development opportunities.*

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- ACTION 1:** Continue the partnership between the Division of Student Affairs and the Community, Equity, and Diversity Office to develop and implement meaningful and measurable Justice, Equity, Diversity, and Inclusion (JEDI) initiatives (e.g., annual expected participation in Safe Zone training, Diversity Advocates (DA), Disability Access, and Inclusion training, JEDI micro-credential, etc.).
- ACTION 2:** Train a DA in each Student Affairs department to develop a clear recruitment strategy to hire diverse staff and students.
- ACTION 3:** Create additional mentoring and professional development opportunities to retain diverse staff and students.
- ACTION 4:** In collaboration with partners, grow existing and new initiatives to offer 'Rhody Mentoring' that supports Student Affairs staff to students and provide mentor-mentee partnerships to facilitate academic and community connectedness and career endeavors.

# Strategic Goal 3

## PARTNERSHIPS FOR COMMUNITY DEVELOPMENT & STUDENT SUCCESS

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*Grow integrated, campus-wide partnerships leading to innovative and transformative co-curricular experiences that prepare students for an increasingly competitive and global workforce.*

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- ACTION 1:** Enhance a Student Success Fellows program that fosters co-curricular partnerships between faculty and Student Affairs staff to address a particular academic student success initiative.
- ACTION 2:** Develop non-credit alternate credentials, such as micro-credentials and badges, (e.g., CSLD Leadership Certificates, Disability and Accessibility badge) that are aligned with industry standards and needs, using Lightcast and other pertinent data.
- ACTION 3:** Develop JEDI inclusion initiatives for student clubs and organizations to increase accessibility and safety for multiple marginalized populations.
- ACTION 4:** Develop, implement, and regularly evaluate centralized, internal communication to improve social connectedness, student participation, and engagement across the Division and to share events, clubs, and programs with staff and students.
- ACTION 5:** Cultivate an increased sense of belonging for staff by demonstrating that the Division values their authentic selves through a structured feedback mechanism and aligned professional development opportunities.
- ACTION 6:** Develop a process to rebrand the Division that better identifies and describes its distinctive services and impact on students that also continues to invite intentional, sustainable, and collaborative cross-institutional partnerships.

# Strategic Goal 4

## IMPACT, VALUE & EFFICIENCY

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*Enhance pathways and opportunities that will advance the Division of Student Affairs in strategically implementing sound data-informed financial practices, improvement and maintenance of physical assets, and creation of alternate revenue streams that align with our fiscal priorities of accountability and transparency.*

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- ACTION 1:** Create a long-range (15 years) capital improvement and asset plan for auxiliary buildings, facilities, and equipment that include maintenance and repair, operations, renovations, and new facilities.
- ACTION 2:** Partner with the URI Foundation to create and enhance fundraising efforts for the Division of Student Affairs including student scholarships and funding for student-centered programs and initiatives.
- ACTION 3:** Identify a mechanism by which Student Affairs staff will collaboratively write and submit more grants in the areas of health, wellness, and student success.
- ACTION 4:** Recharge a Council of Assessment to centralize and streamline the process for collecting, analyzing, and implementing data that informs transparent decisions and demonstrates the contributions of Student Affairs to the Division and University.





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*Office of the Vice President, Division of Student Affairs*

50 Lower College Road, Kingston, RI 02881

401-874-2427

[urvicepresidentforstudentaffairs@etal.uri.edu](mailto:urvicepresidentforstudentaffairs@etal.uri.edu)

### LAND ACKNOWLEDGMENT

The University of Rhode Island occupies the traditional stomping ground of the Narragansett Nation and the Niantic People. We honor and respect the enduring and continuing relationship between the Indigenous people and this land by teaching and learning more about their history and present-day communities, and by becoming stewards of the land we, too, inhabit.