

THE
UNIVERSITY
OF RHODE ISLAND
DIVISION OF
STUDENT AFFAIRS

STRATEGIC PLAN

2019 – 2024





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A Message from President David M. Dooley



Dear Students, Staff, and Faculty:

The Strategic Plan for the Division of Student Affairs at the University of Rhode Island aligns with the Academic Strategic Plan (2016-2021) and the strategic plan for Community, Equity and Diversity (2017-2022) in shaping our direction and priorities as an institution. Most importantly, this plan highlights the important role that the Division of Student Affairs plays in creating a 21st Century 24/7 learning environment.

The staff in the Division of Student Affairs is dedicated to student success and embraces a diverse and inclusive community of care. Their work is focused on our land-grant mission of access as they strive to provide learning experiences through outstanding service while also enhancing our university's infrastructure for the future.

This plan is an opportunity for our university community to work together collaboratively to create programs and policies that will propel URI's transformation forward, positively impacting the state of Rhode Island and the global community of which we are a part.

Warm regards,

A handwritten signature in black ink that reads "David M. Dooley". The signature is fluid and cursive, written in a professional style.

David M. Dooley
President

A Message from Vice President Kathy M. Collins



Dear Students, Staff, Faculty, Family Members, and Friends:

In the fall of 2017, we conducted a division-wide strategic planning process with the goal of propelling our Division into the future. The process focused our efforts on student success and the work we do across our Division that is truly part of the learning experience at URI.

The plan is a culmination of work that included input from students, staff, and faculty. This work was led by our Student Affairs Strategic Plan Steering Committee. Committee members were staff from across our Division who facilitated the process and the work that led to the creation of this important plan. Their focus was on continuing the success of our Division with an enhanced focus on student success that supports life-long learning, well-being, leadership, inclusion, and innovation.

We strive to be a nationally recognized student-focused division. To accomplish that, we will use this plan as our roadmap for the future. It will be used to guide our decision-making processes and not simply sit on a shelf.

Moving forward we will communicate often through diverse ways about our progress on meeting the metrics of our plan. We will also work on communicating the impact the Division of Student Affairs has on URI's learning environment.

Finally, this plan will move us toward our pursuit of excellence in all that we do to ensure the future success of the University of Rhode Island.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kathy M. Collins'.

Kathy M. Collins
Vice President for Student Affairs



About the Division of Student Affairs Strategic Plan

A strategic plan is meant to be transformative. It is meant to elicit change and not just be celebrated and put on a shelf only to be reviewed at the end of a five-year period. Everyone from our Vice President for Student Affairs to staff, faculty, and students were committed to creating a realistic strategic plan that would intentionally chart the growth and development of our students and our Division.

One of the first steps taken in the strategic planning process was conducting an environmental scan in trends in higher education and in Student Affairs. This scan demonstrated numerous trends including intentional student affairs and academic partnerships, enhancement of mental health and wellness programs, innovation in space utilization, enhancement of pathways for access and affordability, and further opportunities to meet the diverse needs of all students including first generation, veterans, transfers, graduate, and international students. As a result, the five overarching goals of our strategic plan are firmly grounded in research and inclusive of the work of each of the departments and centers within the Division:

Campus Recreation
Campus Store
Counseling Center
Dean of Students Office
Dining Services
Gender and Sexuality Center

Health Services
Housing and Residential Life
Memorial Union
Multicultural Student Services Center
Talent Development
Women's Center

The strategic plan process was framed using an Appreciative Inquiry approach to organizational change that focuses on our strengths as a Division and how to build on those strengths to meet our vision. We chose to couple this Appreciative Inquiry approach with a SOAR analysis that allowed us to leverage our strengths and opportunities to strive for realistic aspirations with measurable results.

Since the Division of Student Affairs is driven by and is respectful of a cross-institutional approach to change, this strategic planning process included students, staff, faculty, and administrators from various URI departments, colleges, and centers. The Division of Student Affairs believes strongly that a diverse voice is necessary for a successful strategic plan.

Over the next five years, with the leadership of our Vice President for Student Affairs and the commitment of our constituents, the Division of Student Affairs is going to break down silos, enhance student success, and continue to create traditions and opportunities for our students and staff that foster Rhody pride.

Mission

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

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.

Operationalized Values

Student Success

- Foster a safe, collaborative environment to enhance learning, growth, and global citizenship.
- Enhance a dedication to lifelong learning, personal, and professional development.

Health and Wellness

- Cultivate an environment for each individual to achieve their best self.
- Provide accessible, affordable, and high quality services to promote personal well-being and academic success.

Equity, Inclusion, and Respect

- Promote communication and the open, civil exchange of ideas and opinions with honesty and dignity.
- Support a community that celebrates diverse ideas, beliefs, values, experiences, and individuals.

Excellence

- Lead and create transformational, experiential, and co-curricular opportunities and partnerships.
- Commit to the ongoing development of competence, depth, and expertise in our fields.





GOAL 1

Health and Wellness
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GOAL 2

Connectedness and Belonging
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GOAL 1

Health and Wellness

Expand opportunities to promote a culture of sustained physical, mental, and financial health and wellness.

ACTIONS:

1. Design and build a new integrated Health Services and Counseling facility that will foster a more collaborative and interdisciplinary approach to physical and mental health and well-being.
2. Expand existing and develop new programs to promote physical and mental health and well-being for all students, staff and faculty.
3. Create a one-stop, unified and streamlined approach to providing health and well-being information to students, staff, and faculty.
4. Develop an onboarding and orientation process for all new hires to the Division of Student Affairs to ensure that expectations, responsibilities, training, and resources necessary to be successful and effective are clearly communicated in their new role.
5. Coordinate social media, websites, and direct marketing with the office of Undergraduate Admission to reach undergraduate students from marginalized groups.



GOAL 2

Connectedness and Belonging

Cultivate a sense of connection and belonging for all students through critical conversations, advocacy, new and existing traditions, and student-focused organizations, services, programs, and events.

ACTIONS:

1. Increase recruitment, hiring, retention, and advancement opportunities for a more diverse URI Student Affairs staff.
2. Enhance branding efforts of 'Rhody Pride' and Division of Student Affairs traditions through digital, clothing, and department initiatives.
3. Design and create a vibrant and dynamic central campus hub where our students can connect, learn, and engage with the URI community of staff, faculty, administrators, and alumni.
4. Create a 'Rhody Mentoring' program for students in which Division of Student Affairs staff, faculty, URI alumni, and Student Affairs professionals develop supportive mentor-mentee partnerships on educational, student life, and/or Student Affairs career guidance.



GOAL 3

Access and Affordability

Enhance pathways and opportunities that promote inclusive excellence and student success for all students throughout the entire URI student life cycle.

ACTIONS:

1. Partner with URI staff, faculty and administrators to create a plan for transportation, between campuses and other community agencies, providing greater accessibility and educational opportunities for all students.
2. Create an enhanced 24/7 approach to delivery of services and programs in the Division of Student Affairs.
3. Enhance the availability of technology and wireless access for underrepresented students.
4. Partner with the URI Foundation to create and enhance fundraising efforts for the Division of Student Affairs including student scholarships, co-curricular programs, and student and staff related initiatives.



GOAL 4

Preparation and Learning

Formalize integrated, campus-wide partnerships leading to transformational curricular experiences that prepare students for an increasingly competitive workforce and globalized economy.

ACTIONS:

1. Create a Student Success Fellows program that fosters co-curricular partnerships between faculty and Student Affairs staff to address a particular academic or student development initiative.
2. Enhance partnerships with faculty and other campus-wide colleagues in support of student learning, development, and success.
3. Partner with faculty and Center for Career and Experiential Education staff to create a student employability program that includes developing shared student employment outcomes, employment evaluations, and Division-wide student employment, experiential, and cultural education opportunities.
4. Implement design-thinking in creating a purposeful, equitable, and strategic use of space, both physical and digital, in environments primarily used by students, staff, and other professionals in the Division of Student Affairs.
5. Partner with Enrollment Management to create a co-curricular transcript that details a student's achievements and accomplishments outside of the classroom.



GOAL 5

Assessment, Efficiency, and Effectiveness

Enhance pathways and opportunities that promote inclusive excellence and student success for all students throughout the entire student life cycle.

ACTIONS:

1. Create a long-range (25 year) asset plan for auxiliary buildings that includes maintenance and repair, operation, renovation, and new facilities.
2. Further develop unified Division-wide specific councils for students, staff, and faculty, to share knowledge, build partnerships, and ensure utilization of the most advanced educational tools, technologies, and practices.
 - a. Technology council (software, hardware, security, etc.)
 - b. Communications council (centralized calendar, customer service, social media, one communication hub for all Division programs and activities, etc.)
 - c. Student employment training council
 - d. Assessment council (Division assessment projects, onboarding, accreditation, etc.)
3. Support and devote resources for professional development of staff to have expertise and be leaders in their respective fields.
4. Create a centralized and streamlined process for collecting, analyzing, and implementing data that informs transparent decisions, demonstrates the contributions of Student Affairs to the Division and University, and aligns Division and departmental resource priorities.







THE UNIVERSITY OF RHODE ISLAND DIVISION OF STUDENT AFFAIRS

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uri.edu/student-affairs



URI is an equal opportunity employer
committed to
the principles of
affirmative action.

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