

STUDENT AFFAIRS STRATEGIC PLAN 2006-09

University Goal 1 Achieve the enrollment of a talented and diverse community of students totaling 16,000 (13,000) FTE by the conclusion of this plan.

Division Goal: Increase the number of students admitted to the Talent Development Program by 100 over the course of this plan.

Action: Expand the Guaranteed Admission Program (GAP) to eight additional high schools and middle schools over the course of this plan.

Action: Identify a Student Affairs team to work with Admissions and Talent Development to target a specific school(s) for recruitment.

University Goal 2 Increase the first-year retention rate of freshmen to 84% in 2008-09.

Division Goal: Increase the number of freshmen in living/learning communities.

Action: Increase by 500 the number of freshmen in living/learning communities.

Division Goal: Increase the retention rate of first-year students in Talent Development (TD) by 3% over the course of this plan.

Action: Develop a peer mentor program for first-year TD students.

Action: Seek annual increases in the Hardge Grant equal to or greater than the annual increase in tuition.

- Cost: \$300,000 first year of plan.

Division Goal: Improve recreational facilities and opportunities for students.

Action: Construct outdoor recreation facilities such as basketball, volleyball courts for student use.

- Cost: \$100,000

Action: Complete the design and renovation of Roger Williams Dining Hall to a fitness and recreation facility.

- Cost: \$9 million

Action: Increase recreational facility hours in the Mackal—Tootell Complex.

- Cost: \$45,000

Action: Recreational Services will develop and assess the current inventory of facilities, equipment, and program opportunities currently being offered, as well as the potential for new programs and services for the Roger Williams Complex.

Division Goal: Increase peer mentor programs for first-year students.

Action: Develop and implement a Residence Life peer advisor program for first-year Residence Life students to serve as mentors.

Action: Develop and implement a peer educator program to work with URI 101 classes regarding substance abuse prevention.

Division Goal: Develop programs and identify resources that promote out-of-classroom interaction between faculty, staff, and students.

Action: Dining Services will provide lunch and dinner tickets to faculty and students who conduct discussions in one of our private dining rooms, host a Spring event for faculty and students at or near our new dining facility, and conduct free faculty beverage night in the dining halls.

Action: Intercollegiate Athletics will host at least one “Bring your favorite faculty member” to a basketball, football game, etc.

Action: Collaborate with the Student Senate to identify and promote a faculty advisor program for student organizations.

Action: The Provost and Vice President for Academic Affairs and the Vice President for Student Affairs will appoint a committee of faculty and staff to identify how we can focus collaboratively on student learning in and outside the traditional classroom.

Action: Student Affairs will identify resources to support faculty who host students outside the traditional classroom.

- Cost: \$10,000

Action: Increase participation of faculty in programs at the Rainbow Diversity House.

Action: Establish a faculty advisors' association for faculty advisors of fraternities and sororities.

Action: "Bring a faculty member to dinner" program sponsored by the Women's Center and Rainbow Diversity House.

University Goal 3 Increase the number of students who graduate in six years by 2%.

Division Goal: Increase the effectiveness of mentoring, career and personal advising, and leadership development.

Action: Mentoring programs will be developed and/or continued in Residence Life, the Women's Center, Talent Development, and Student Life.

Action: Student Life will collaborate with Career Services and academic colleges to pilot a URI 401 course, "Transitioning to Graduation."

Action: Commuter Students' programs and services will be evaluated with recommendations developed to better connect commuters with campus life.

Action: Career Services will increase collaboration with University College with special focus on the "undecided" student.

Action: Career Services will increase one-on-one career advisement by 20% with first and second-year students.

- Cost: \$20,000

Action: Career Services will develop a specific website for first-year students.

Action: Explore the development of on-line career workshops.

Action: The Counseling Center will seek to hire staff from under-represented groups and expand outreach to freshmen and students of color.

Action: The Counseling Center will augment in-service training on multicultural counseling for all counselors.

University Goal 4 Develop a University-wide new and invigorated focus on students.

Division Goal:

Action: Expand the Memorial Union webpage to include all campus events for students, including Art, Theatre, Music, Athletics, Residential Life, etc.

Action: Secure funding and complete construction design for an additional 600 beds on campus.

Action: Submit a Department of Education Grant to fund a comprehensive program of alcohol-free weekend social activities.

Action: Expand the number of posted on-campus employment opportunities by 20% for students and use the current web-based system in Career Services to list employment opportunities.

Action: Student Life will collaborate with other departments to create a “Safety First” Website.

Action: Give final consideration to the construction of a new bookstore on Upper College Road and determine the best use for the vacated space in the Memorial Union.

University Goal 5: Enhance total annual retention of non-State revenue by 15%.

Division Goal: Increase grants and donations to support programs by 10%.

Action: Form a Division-wide Grant & Fundraising Committee to explore and identify grant and private fundraising opportunities.

Action: Explore viability of committing personnel resources to Division development efforts, especially in such areas as leadership development, women’s issues, mental health and diversity.

Division Goal: University auxiliaries and enterprise funds will contribute \$1 million to University need-based financial aid.

Action: Through the budgeting process develop a strategy for identifying funding for this purpose.

University Goal 6: Increase the enrollment, retention, and graduation rates of under-represented groups, including students with disabilities.

Division Goal: Develop and present a checklist of best practices for assessing needs, developing and evaluating programs, and progress toward diversity goals.

Action Plan: Benchmark a similar institution for best practices; develop a checklist.

Division Goal: As part of overall University assessment, a review of strategies and outcomes will be conducted on Talent Development, the Multicultural Center, GLBT Center, Disability Services, the Women's Center, the Center for Student Leadership Development, and other areas in Student Affairs.

Action Plan: Develop learning outcomes for each of the above areas, including how outcomes will be assessed.

Action: Assess learning outcomes.

Action: Benchmark similar institutions for successful retention programs.

Action: Establish and maintain a network of trained and competent staff in Student Affairs including diversity mentors.

Action: Develop and enhance outreach efforts to University College with special attention to international students.

Division Goal: Increase the retention rate of under-represented students by 3% over the course of this plan.

Action: Develop a peer-advising program for first-year students from under-represented groups.

Action: Provide more ethnic food in dining halls; work to hire more minority staff.

Division Goal: Increase membership participation of under-represented students in existing student leadership and organizational training.

Action: Conduct inventory of current mentoring programs; identify new initiatives and monitor progress in new areas.

Action: Conduct assessment of current level of participation.

Action: Conduct focus groups and discuss and identify ways to increase participation.

Action: Use Rose Butler Brown model to increase leadership opportunities for under-represented student populations.

Action: Through in-service training, Health Services will focus on the needs of GLBT students, and students from under-represented groups.

University Goal 7: Increase hiring and retention of faculty and staff from under-represented groups.

Division Goal: Develop a checklist and best practices instrument for assessing needs, developing and evaluating progress toward diversity goals.

Action: Identify best practices.

Action: Present best practices workshop to the Division.

Action: Make best practices information known to Vice Presidents, Directors, Affirmative Action Committee, Search Chairs.

Action: Assure that Student Affairs' staff are applying the information to develop strategies and to increase recruitment and retention.

Division Goal: Build an active and current résumé file of potential employees from under-represented groups who can be recruited into hiring pools.

Action: Develop and maintain a list of organizations, newsletters, and websites that involve under-represented groups.

Action: Develop and maintain a file of potential employees from under-represented groups that can be recruited for job openings.

Action: Develop relationships with universities that have a high number of under-represented populations.

Action: Create a system for maintaining files and making them available to Search Committees.

Division Goal: Explore semester or yearlong staff exchanges with diverse colleagues from other institutions.

Action: Identify and publicize a process whereby individuals can seek an exchange.

Action: Identify institutions that may be interested in staff exchange.

Division Goal: Create a mentor system for new hires from under-represented groups and establish a program in Student Affairs.

Action: Identify best practices; develop a model for Student Affairs.

Action: Develop and articulate mentor responsibilities.

Action: Identify staff who are interested in mentoring; provide mentors with training/orientation.

Action: Provide funding for mentor program.

Action: Assess the success of the mentor program.

Division Goal: Provide educational materials to all search committees regarding potential sources of bias.

Action: Consult with ADVANCE about programs that are being developed.

Action: Develop programs for search committees, chairs, etc.

Action: Train a core group that can implement the program.

Division Goal: Share success stories of how people from under-represented groups were hired and the benefits to URI.

Action: Annual presentation.

Action: Articles in electronic newsletter mailed to Student Affairs' staff.

Division Goal: Conduct exit interviews with all departing staff from under-represented groups.

Action: Establish and announce policy.

Action: Develop list of questions and a protocol for exit interviews.

Action: Communicate information grid.

Action: Assure appropriate follow up occurs.

Division Goal: Share information about the environment on campus and in the State with job candidates from under-represented groups.

Action: Develop a plan for how candidates can meet with staff from under-represented groups.

Division Goal: Improve availability of information on where staff can go if they need assistance.

Action: Improve websites that address staff needs. Assist ADVANCE in establishing a page for under-represented staff.

Action: Increase number of up-to-date flyers, etc, that explain services available on campus and make them widely available.

Division Goal: Develop procedures that encourage hiring of staff from under-represented groups for all categories of full-time positions and for all temporary and part time appointments, since many University employees enter full-time positions from temporary or interim positions.

Action: Require that except in unique and urgent situations, all job openings in Student Affairs be filled subsequent to a full search.

Action: Require that all searches have a chair.

Action: Develop search check-lists which chairs are responsible for carrying out

Action: Create a policy to ensure that all job descriptions over which Student Affairs has control or influence do not unnecessarily limit the pool of potential applicants and do include pertinent multicultural competencies.

Action: Assess the effectiveness of all searches by developing and sending to each search committee chair a survey requesting strategies used to include underrepresented candidates in the pool, and to discuss why the search was or was not successful in advancing the Division's diversity goals.

Division Goal: Establish a division-wide code of ethics and professional practice that should inform our workplace interactions at all levels—between professionals, between students, and between professionals and students.

Action: Utilize ideas and models from sources such as the ACPA Ethical Principles and Standards and NASPA's Standards of Professional Practice.

University Goal 8: Create a visible and vibrant institutional commitment to multicultural competence (awareness, knowledge, skills).

Division Goal: Strengthen the advising of student organizations to enhance cultural competency of student groups and strengthen organizations' advising.

Action: Clarify existing structure of student groups and faculty-staff advising.

Action: Initiate conversations with Student Senate to identify issues and concerns.

Action: Develop and implement an advising program.

Action: Identify best ways to implement diversity training of student organizations using current cultural competency instruments.

Division Goal: Revitalize the Rainbow Diversity House Program.

Action: Establish an advisory group of students, faculty, and staff.

Action: Evaluate and review the application process for student residents.

Action: Conduct an open house event to market the Diversity House and its programs.

Action: Market the facility and related programs via webpage; if interested, forms, brochures, props, etc.

Action: Develop collaborative opportunities with URI 101, leadership minor, Women's Center, Multicultural Center, Talent Development, and other University offices and student organizations.

Action: Initiate efforts to involve faculty in all aspects of the Rainbow Diversity House, including programming and advisory committees.

Action: Evaluate programs each semester.

Division Goal: Identify external funding sources for program support.

Action: Participate in the Student Affairs' grant and fund-raising committee.

Action: Identify potential donors, service learning support, corporations, and alumni.

Division Goal: Ensure that Housing and Residence Life incorporate programs and activities that promote cultural competence.

Action: Form a Residence Life Subcommittee, student staff to develop and promote educational programs and activities to promote cultural competence.

Action: Incorporate cultural competence training into staff-student training.

Action: Identify resources and programs that address cultural competence.

University Goal 9: Improve the physical environment to promote diversity and inclusion.

Division Goal: Enhance the multicultural ambience of campus living units.

Action: Conduct a diversity sensitivity inventory of Student Affairs' facilities.

Action: Create areas in HRL and the Memorial Union to showcase art from various cultural groups.

Division Goal: Identify a better location and facility for the GLBT Center.

Action: Seek available space on Upper Campus. Make relocation of the Center a priority.

Division Goal: Identify resources to address, maintain needs for Talent Development and Multicultural Center facilities.

Action: Each facility will create a facilities plan and a detailed fiscal plan.

OVER-ARCHING GOAL: Improve communication among major committees concerned about equity issues:

President's Commission on the Status of Women
Commission—Staff and Faculty of Color
Affirmative Action
Harassment Committee
ADVANCE, etc.

Action: Appoint a coordinating team for equity.

Action: Develop a brochure and website on various equity committees.

S.A.Three-Year Plan 06-09 (10/06) (12/07)