

Strategic Plan



Student Affairs at Washington University

Divisional Values

Student Centered: We endeavor to know each student by name and story. We are committed to the success of each and every student. In determining organizational priorities, we are focused on the impact of our work on students.

Integrity: We have a commitment to honesty, transparency, and high standards in our work and in our interactions with our colleagues, students, and other partners.

Inclusion: We foster an environment in which all aspects of individual identities can thrive.

Innovation: To enhance the effectiveness of our work and our ability to meet current and emerging student needs, we regularly seek and apply new ideas, processes, services, and technology, and think openly and creatively about ways to respond to issues, challenges and opportunities.

Professional Development: The success of our Division depends upon having a talented, dedicated, and enthusiastic team of employees. We actively create an environment of coaching and support for professionals at all levels of our organization. We understand that our future work depends on the development of our team and strive for our staff feeling both challenged and fulfilled in their work.

Collaboration: We encourage shared leadership in departmental and Divisional decision-making. We believe our work and ability to serve students is enhanced when we (individuals and departments) **work together** toward a **shared vision** of student development, engagement, and success.

Vision Statement

The Division of Student Affairs will be known for its active partnership with faculty, academic staff, students, and community members in the creation of a fully integrated student educational experience. This fully integrated educational experience will enable students to identify and maximize the connections between their academic and co-curricular learning.

We will seek to have a particular focus on student attainment of our University motto “strength through truth.”¹

Through supporting students’ active engagement in University courses, student-centered programs, and activities on campus, in St Louis, and in the global community, the Division of Student Affairs will lay a foundation such that Washington University graduates will:

- Understand their values and strengths as a means of translating their academic, intellectual, and individual passions into purposeful careers and lives;
- Seek to be servant and compassionate leaders in their chosen profession and their volunteer activities;
- Be civically engaged and committed to strengthening their communities;
- Develop their skills of resiliency to be individuals capable of managing failure and success;
- Embrace difference and open and honest dialogue about differences even with others who do not agree with a particular viewpoint;
- Be active and engaged alumni of the University.

Our Division will be organizationally positioned and optimize our deployment of our human, fiscal, physical, and other resources toward the realization of this vision.

Mission Statement

By fostering and engaging students in a holistic, inclusive, and supportive educational environment, The Division of Student Affairs at Washington University facilitates and supports high impact learning² and exceptional co-curricular experiences to prepare students to successfully pursue their chosen vocation and profession, be compassionate and influential citizens of their local and the global community, and live lives of meaning and purpose.

¹ The University’s motto, which appears inside an open book in the middle of the University seal, is *Per Veritatem Vis*, “Strength through Truth”. The motto was adopted in 1915.
(<http://www.wustl.edu/about/history/>)

² The following have been identified as High-Impact Educational practices: First-Year Seminars and Experiences; Common Intellectual Experiences; Learning Communities; Writing-Intensive Courses; Collaborative Assignments and Projects; Undergraduate Research; Diversity/Global Learning; Service Learning, Community Based Learning; Internships; Capstone Courses and Projects (see: <http://www.aacu.org/leap/hips>)

Goals

We have identified ten overarching goals to gird our strategic plan. Each goal has two to four objectives and articulated strategies in support of a particular goal. Each strategy has an identified Student Affairs lead. The responsibility of the identified lead is to initiate collaboration with other Student Affairs departments, academic partners, students and others as appropriate toward the achievement of the specified objective. All leads should work closely with the Assistant Dean for Student Affairs Assessment and the Student Affairs budget manager to identify effective assessment practices and to ensure alignment with the Division resource allocation process for any objective that may have a fiscal impact.

A number of abbreviations are used in the accompanying text—please see the below for a glossary of terms.

AVC:	Associate Vice Chancellor
CDI:	Center for Diversity and Inclusion
FYC:	First Year Center
Habif:	Habif Health and Wellness Center
HIEP:	High Impact Educational Practices (please see footnote 2)
NPHC:	National Pan-Hellenic Council (the Council that supports Historically Black Greek Letter organizations)
OISS:	Office of International Students and Scholars
OVCSA:	Office of the Vice Chancellor for Student Affairs
SCCS:	Student Conduct and Community Standards
WUSA:	Washington University Student Associates

GOAL: *Ensure a successful transition into the Washington University community for all students.*

Objectives:

1. Provide equitable orientation and transition experiences for all new students and conceptualize transition as a three-semester process.

Strategy: Examine all orientation and transition experiences whose fees or program focus may provide a barrier for participation for particular students and develop strategies to ensure any student who wishes to participate is able. **LEAD:** First Year Center

Strategy: Strengthen communication and outreach efforts across the campus to present a unified, consistent “common voice” in the handoff of the first-year class from admissions to Student Affairs and the academic divisions. **LEAD:** First Year Center

Strategy: Enhance and expand support for second-year student transition. **LEAD:** First Year Center

Strategy: Work collaboratively with OISS, CDI, the Office of Scholar Programs, and the Office for Student Success to enhance and expand transition support for international students (including exchange students), lower income students, first-generation students, and students from historically underrepresented backgrounds. **LEAD:** First Year Center

Strategy: In a continued, active partnership with academic units, define the academic needs of first-year and first-semester second-year students with a particular emphasis on ‘gateway’ courses and academic skills required to be successful at the University. Design and deploy interventions to meet these needs, both for students at the collective and the individual level (i.e., a ‘triage’ model for students who need additional support beyond collective interventions). **LEAD:** Cornerstone: The Learning Center

Strategy: Partner with First Year Center and related entities to train WUSAs and other student leaders involved in orientation and the student transition and on supporting first-year and first semester second-year students to develop fundamental academic skills required to be successful at the University (i.e., “train-the-trainer” model). Develop programming Cornerstone can conduct in partnership with WUSAs and programming WUSAs can implement on their own. **LEAD:** Cornerstone: The Learning Center

Strategy: Develop a strategy for the early identification and articulation of appropriate levels of support and referral for new students who may need specific health and/or mental health services. **LEAD:** Habif Health & Wellness Center

Strategy: Develop an outreach program to provide a comprehensive orientation for first-year students on campus-wide wellness resources. **LEAD:** Recreation

Strategy: Clearly articulate and communicate with all incoming first-year and continuing students the University's expectations regarding our community values and standards including, though not limited to, academic integrity, alcohol consumption, illegal drug use, and Title IX concerns. **LEAD:** Student Conduct and Community Standards

2. Create greater efficiencies in programming and support of new students.

Strategy: Develop comprehensive first-year and second-year learning outcomes for the Division, to be reviewed every four years, for all units to use in organizing orientation and transition programming. **LEAD:** First Year Center

Strategy: Create a resource to share with campus partners demonstrating the contributions of each unit in the transition of our students and outlining opportunities for partnership. **LEAD:** First Year Center

Strategy: Develop a focused and targeted effort to promote student engagement and leadership opportunities to prospective students and to students in their first three semesters, including involvement in Student Union Groups, HIEPs, civic engagement, diversity programs, and other opportunities. **LEAD:** Campus Life

3. Centralize support for family members and family initiatives.

Strategy: Partner with the Alumni and Parents Admission Program (APAP), Parent Programs, admissions, and undergraduate schools to develop coordinated connections with parents and families. **LEAD:** First Year Center

Strategy: Develop a comprehensive identity-based campus/community resource guide for students' families. **LEAD:** Center for Diversity & Inclusion

Strategy: Expand the development of the parents and families webpage to help educate families about university resources. Provide information about navigating the University, University policies, and helpful contact numbers. Additionally, enhance the social media strategy for communicating with students and families. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Enhance and support first-generation student family engagement. **LEAD:** AVC for the Office of Scholar Programs/Student Success

Strategy: Develop Division-wide training for front line staff focused on working with parents and families. **LEAD:** Office for the Vice Chancellor for Student Affairs

GOAL: *Offer outstanding support and services to all students to ensure a successful transition out of Washington University and into graduate/professional school, a job, or other opportunities that inspire and empower students to engage in professional and personal lives of meaning and purpose.*

Objectives:

1. Expand opportunities and support for student career and personal development.

Strategy: Partner with academic units to explore the feasibility of a required career course by school and/or other required structured student transition and career preparation programs. Establish expectations that each student meet with a career advisor regularly. **LEAD:** Career Center

Strategy: Identify individual students and student populations who are not using the Career Center and create strategies to enhance their engagement with the Center and its resources. **LEAD:** Career Center

Strategy: Enhance focus on particular student populations who may have unique needs related to career exploration and placement, including students from lower income and underrepresented minority groups, LGBTQIA students, student athletes, international students, and others (note: graduate students are specifically addressed in #4 of this section). **LEAD:** Career Center

Strategy: Expand resources for students to take advantage of various career development experiences including unpaid internships, conferences, residencies, and other professional preparation opportunities. **LEAD:** Career Center

Strategy: Expand student internship participation overall as well as the number of internships offered specifically to Washington University Students. Partner with the Parents' Program to offer Washington University specific internships. **LEAD:** Career Center

2. Educate students about and facilitate student attainment toward nationally recognized professional and personal core competencies.

Strategy: Conceptualize undergraduate career education as a four-year process, and develop programs accordingly, with engagement around career outcomes beginning with orientation and continuing throughout a student's undergraduate career. **LEAD:** Career Center

Strategy: Develop an assessment of career outcomes and review of national best practices to inform data-driven decision-making around Career Center strategies for career development advising and programming. **LEAD:** Career Center

3. Increase collaboration and information sharing between the Career Center and other Student Affairs units, campus partners, and schools as well as each school's career center.

Strategy: Partner with academic schools, including the Weston Career Center in the Olin School of Business, to ensure effective communication about and coordination of career services so that students and employers are receiving the highest level of service and support. **LEAD:** Career Center

Strategy: Expand partnership with Campus Life in assisting students with the articulation of skills developed through various leadership and student organization involvement. **LEAD:** Career Center

Strategy: Develop an institutionalized process for students to report summer and post-graduation outcomes to the University and develop a plan to centralize outcomes data throughout the University. **LEAD:** Career Center

Strategy: Develop strategies for coordination between Career Center advisors and pre-health, pre-law, and pre-grad advisors, as well as advisors of, post-graduate fellowships and opportunities. **LEAD:** Career Center

4. Enhance capacity of Career Services to provide programs and services for graduate and professional students, especially in Arts and Sciences, Sam Fox, and Engineering. *(e.g. programs focused on recruiting graduate and professional students, strengthening relationships with employers who are seeking graduate and professional students, increasing advertising to graduate/professional students about Career Center resources including CAREERlink, and gathering metrics of graduate student attendance at and satisfaction with Career Services' offerings).*

Strategy: Partner with the Graduate School's new Associate Dean for Career Development to assess and propose a comprehensive graduate student focused career education plan. **LEAD:** Career Center

Strategy: Develop a graduate and professional student *Career Peers* program focused on discipline-or department-oriented needs and resources. **LEAD:** Career Center

Strategy: Build partnerships with the academic units for improved collection of outcomes data and metrics for graduate students. **LEAD:** Career Center

GOAL: Collaborate with the graduate and professional Schools to support and enhance the graduate and professional student experience.

Objectives:

1. Develop comprehensive graduate and professional student services within the Division of Student Affairs.

Strategy: Maintain a comprehensive audit of Divisional and University services for graduate and professional students to identify gaps in service to guide the creation of future programs and services for graduate and professional students. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Partner with the Graduate and Professional Student Council (GPC) and academic units to develop an ongoing assessment to determine satisfaction with, perceptions of, and effectiveness of campus-wide services for graduate and professional students. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Strengthen communication efforts between the Division of Student Affairs, academic units, and graduate and professional students to enhance the information and services provided for graduate and professional students. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Develop a website for new and continuing graduate and professional students as a one-stop portal to provide links to necessary resources related to Divisional student services. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Develop ongoing professional development opportunities for Student Affairs staff focused on understanding the unique needs of graduate and professional students. **LEAD:** Office for the Vice Chancellor for Student Affairs

2. Expand Student Affairs Divisional and departmental services and programs to graduate and professional students.

Strategy: Explore ways that graduate and professional students can access mental health services at alternate locations other than the Habif Health and Wellness Center, including the development of an embedded counseling model for graduate and professional students. **LEAD:** Habif Health & Wellness Center

Strategy: Building on the graduate fellows program in residential life. Develop a Student Affairs-wide graduate fellows program. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create targeted diversity and inclusion curricula and skill-building workshops for graduate and professional students to enhance personal and professional development. **LEAD:** Center for Diversity & Inclusion

Strategy: Ensure that facilities for recreation and exercise are marketed and accessible to graduate and professional students, including the development of special recreation programming targeted at graduate and professional students. **LEAD:** Recreation

Strategy: Coordinate the development of a centralized resource/advisor role for graduate and professional students on a web-based housing guide including housing options, rights of renters, how to read a contract, and reasonable expectations for renters. **LEAD:** Residential Life

Strategy: Partner with academic units to enhance support for graduate student organizations and activities. **LEAD:** Campus Life

GOAL: *Create an environment that promotes full student engagement in the intellectual and social life of the Washington University community.*

Objectives:

1. Support the ability of all students to engage in the Washington University student experience.

Strategy: Identify and work to remove any barriers for the participation of all students, regardless of financial circumstances, to participate fully in the intellectual and social life of Washington University. **LEAD:** AVC for Scholar Programs/ Student Success.

Strategy: Develop an inventory of campus programming to identify and reduce duplicative programs. **LEAD:** Campus Life

Strategy: Evaluate current support, operations, and resources which are allocated to underrepresented and marginalized student groups and recognized student organizations. Define the resources and organizational support needed for these groups and organizations to fulfill their respective organizational missions and achieve campus diversity priorities. **LEAD:** Campus Life

Strategy: Develop resources and engagement opportunities that emphasize balance, wellness, and resilience for student involvement. **LEAD:** Campus Life

Strategy: Partner with campus departments to enhance a broader campus-wide focus on reducing student engagement in risky and harmful behavior related to self or to the larger community. **LEAD:** Associate Vice Chancellor/Dean of Students

Strategy: Partner with campus departments to incorporate an emphasis on training related to resilience and self-care into paraprofessional and professional staff training. **LEAD:** Habib Health & Wellness Center

Strategy: Provide advising support and training for student leaders to create inclusive student leadership and student group experiences on campus. **LEAD:** Center for Diversity & Inclusion

Strategy: Develop speakers, workshops and training to engage students on critical issues beyond the first semester of first-year. **LEAD:** Campus Life

2. Create an infrastructure of programs and mentoring that helps foster students' ability to intentionally integrate intellectual and social involvement opportunities.

Strategy: Define learning outcomes for student engagement that demonstrate the connection between intellectual and social life at Washington University. **LEAD:** Campus Life

Strategy: Expand interdisciplinary co-curricular programs through partnerships, program development, and cross promotion. **LEAD:** Campus Life

Strategy: Establish a consistent assessment tool to define and assess leadership development opportunities offered to students through Student Affairs departments. Working with faculty, define and develop a leadership curriculum for students at various points in their undergraduate experience. **LEAD:** Campus Life

Strategy: Strengthen partnerships with schools/colleges for academically-focused pre-arrival communications and experiences. **LEAD:** First Year Center

Strategy: Evaluate the residential college living-learning model to determine the most effective strategies for the integration of intellectual and social interactions as part of the residential college experience. **LEAD:** Residential Life

Strategy: Continue to enhance faculty participation in residential life through the faculty fellows, faculty associates, other programs that help connect faculty to students through the residential life experience. **LEAD:** Residential Life

Strategy: In collaboration with the Office of the Provost, continue the expansion of the *Identity Literacy Course*. **LEAD:** Residential Life

Strategy: Collaborate with academic units to institutionalize Intergroup Dialogue as a credit-bearing program. **LEAD:** Center for Diversity & Inclusion

Strategy: Provide every student organization an option for an advisor to provide direction and support. Require that all student groups involved in high-risk programming have an active faculty or staff advisor to ensure consistency of policy. **LEAD:** Campus Life

Strategy: Promote positive support of our community values and standards. **LEAD:** Student Conduct and Community Standards

GOAL: *Partner with the academic units and other campus partners to create and enhance a robust portfolio of high-impact educational practices (HIEPs)³ available to all students, and ensure all students engage in at least two HIEPs during their academic careers.*

Objectives:

1. Develop intentional partnerships between Student Affairs staff and faculty/academic units to ensure a continued focus on the creation, enhancement, and improvement of HIEPs that are high-quality and impactful learning experiences.

Strategy: Establish a campus-wide HIEP coordinating committee comprised of Student Affairs, HIEP Program Directors, and faculty/academic unit representatives. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Review literature and research on HIEP as a means of establishing HIEP learning outcomes and best practices to ensure relevant programs/experiences are developed, conducted, evaluated, and improved according to consistent, research-based principles. **LEAD:** Assistant Dean for Assessment

Strategy: Develop and maintain an inventory of HIEPs across Washington University, identifying limitations (including financial and personnel resources) on our capacity to serve the entire student population. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Develop and implement a campus-wide robust, continuous assessment plan that measures the quality, impact, and effectiveness of HIEPs at Washington University, with a particular focus on the access to and participation of historically underrepresented students in HIEPs. **LEAD:** Assistant Dean for Assessment

Strategy: Create a centralized fund for which Student Affairs units, in partnership with faculty and the academic divisions, can apply toward the enhancement or development of new high impact programs necessary to improve the program's impact on the student experience. **LEAD:** Office for the Vice Chancellor for Student Affairs

2. Develop programs and practices for integration of HIEPs into the Washington University academic and co-curricular experience.

Strategy: Create a specific strategy for each Student Affairs department to enhance the integration of HIEPs into departmental work and programs, including collaboration with relevant academic units and programs across campus. **LEAD:** Office for the Vice Chancellor for Student Affairs

³ The following have been identified as High-Impact Educational practices: First-Year Seminars and Experiences; Common Intellectual Experiences; Learning Communities; Writing-Intensive Courses; Collaborative Assignments and Projects; Undergraduate Research; Diversity/Global Learning; Service Learning, Community Based Learning; Internships; Capstone Courses and Projects (see: <http://www.aacu.org/leap/hips>)

Strategy: Design strategies to enhance the HIEP participation rates of international, low income, and under-represented minority students. **LEAD:** Associate Vice Chancellor for Office of Scholar Programs/Student Success.

Strategy: Foster and maintain strong relationships between Student Affairs departments and Student Financial Services to identify which HIEPs are inaccessible (to any degree) for underserved students and identify means by which they can be made more accessible: **LEAD:** Associate Vice Chancellor for Scholar Programs/Student Success

Strategy: Create a partnership with Alumni and Development toward the establishing an endowment fund to enable students, who may not have resources, to participate in HIEPs. **LEAD:** Student Affairs Liaison to Alumni and Development.

3. Develop and implement a Divisional and departmental communication strategy targeting students, parents and families, staff, faculty, and other members of the campus community regarding the benefits of HIEPs and how students can engage in these activities.

Strategy: Create a common resource for parents, current and prospective students, and campus partners describing the impact of student participation in HIEPs, and illustrating the ways in which students can take advantage of various HIEPs. **LEAD:** Office for the Vice Chancellor for Student Affairs

GOAL: *Promote a holistic approach to student health and wellness through comprehensive care focused on mind, body and spirit, and practices that are evidence-based and developmentally-informed.*

Objectives:

1. Promote behaviors that support lifelong goals of health and wellness.

Strategy: Through various partnerships promote and educate students about the importance of health and wellness, including sleep, exercise, diet and nutrition. **LEAD:** Habif Health and Wellness Center

2. Foster a culture of care for students among students, faculty, and staff.

Strategy: Expand our ability to proactively identify students of concern, including educational workshops for students, faculty and academic partners. **LEAD:** WashU Cares Program

3. Through a trauma Informed system of care, approach all student interventions in a comprehensive manner to maximize student success.

Strategy: Expand the services provided to students upon their return from medical leaves of absence. **LEAD:** Associate VC for Student Support and Wellness

Strategy: Expand bystander intervention and proactive educational outreach. **LEAD:** Relationship and Sexual Violence Prevention Center (RSVP Center)

Strategy: Develop through training and programming a culture to enhance student resiliency. **LEAD:** WashU Cares Program

4. Ensure equitable access to care and support services for all students.

Strategy: Regularly collect and analyze data related to student use and non-use of support services and adjust outreach and service delivery based on the findings. **LEAD:** Associate VC for Student Support and Wellness

Strategy: Communicate the University's commitment and approach supporting students who come from under-resourced families to ensure a successful transition into the University, and through graduation. **LEAD:** Office of the Vice Chancellor for Student Affairs

Strategy: Ensure equitable access to all on and off campus services for students requiring intervention. **LEAD:** WashU Cares Program

Strategy: Enhance the support resources provided to international students both prior to their arrival on campus and while enrolled. **LEAD:** International Office for Students and Scholars

Strategy: Develop a comprehensive outreach plan for health and wellness information to students beyond the first year, concerning Habif Health and Wellness Center, Summers Recreation Center, Title IX, RSVP Center, emotional and academic support services.

LEAD: WashU Cares Program

Strategy: Expand the diversity of the counseling staff to better represent the diversity of the student body to better service students seeking to utilize services. **LEAD:** Habif Health and Wellness Center

5. Support students' spiritual /faith development, interfaith exploration, and beliefs and practices.

Strategy: Further enhance student affairs partnerships with the Interfaith Ministry Council. **Lead:** Center for Diversity and Inclusion

Strategy: Engage in a needs assessment to determine what additional spaces on campus might be necessary to support and encourage faith tradition observances and practices. **Lead:** Office of the Vice Chancellor for Student Affairs

Strategy: Develop and enhance support for inter-faith dialogue and programs. **Lead:** Center for Diversity and Inclusion.

GOAL: *Use evidence-based practices to advance diversity and inclusion outcomes for students, Student Affairs staff, and other members of the campus community.*

Objectives:

1. Evaluate current Divisional and departmental diversity and inclusion practices, and re-align resources and organizational capacity to strengthen the student experience.

Strategy: Develop research-based Divisional student learning outcomes focused on diversity and inclusion as a framework for diversity programming sponsored by **all** Student Affairs departments. **LEAD:** Center for Diversity & Inclusion

Strategy: Develop and share a comprehensive resource that outlines the Division's efforts in support of learning outcomes around diversity and inclusion. **LEAD:** Center for Diversity & Inclusion

2. Regularly assess campus climate related to diverse student experiences.

Strategy: Identify and analyze externally and internally relevant research and data, including working closely with the Washington University Office of Institutional Research to regularly analyze Washington University's campus climate and demographic data and to make recommendations based on findings. **LEAD:** Assistant Dean for Assessment

Strategy: Analyze Student Affairs-related practices and programs to assess impact on diversity and inclusion goals broadly and on specific student populations, and ensure responsiveness to student feedback related to their Washington University experiences. **LEAD:** Center for Diversity & Inclusion

3. Align Divisional and departmental work to the University's Diversity and Inclusion Commission recommendations.

Strategy: Create an annual and publishable Division-wide scorecard summarizing the Division's progress toward meeting campus-wide and Divisional diversity and inclusion goals in alignment with the Diversity & Inclusion Commission report. **LEAD:** Center for Diversity & Inclusion

Strategy: Define diversity and inclusion expectations for staff in alignment with the University's Diversity and Inclusion Committee recommendations, and incorporate these expectations as part of the staff performance evaluation process. **LEAD:** Office of the Vice Chancellor for Student Affairs

4. Execute consistent and centralized practices for training and development for the cultural competency of Student Affairs staff at all levels within the Division.

Strategy: Assess Divisional capacity for providing diversity and inclusion training for students, Divisional staff, and student organization advisors, including an inventory of current practices, and recommend strategies and identify resources to enhance student,

staff, and student organization advisors' diversity training. **LEAD:** Center for Diversity & Inclusion

Strategy: Outline the diversity and inclusion training available to staff through Human Resources, and regularly provide information about this training to Divisional staff. **LEAD:** Center for Diversity & Inclusion

GOAL: *Provide programs and facilities supporting a student experience that is consistently rated high in student satisfaction and is at or above the level of similar programs and facilities at COFHE and other Washington University Benchmark schools.*

Objectives:

1. Ensure Student Affairs **facilities** can support expanded and emerging student needs, in particular mental health services, relationship violence support, diversity and inclusion programs, and other critical Student Affairs programs and services, such that they won't be limited by the space constraints currently in place.

Strategy: Engage in a regular space assessment process to evaluate the quantity and appropriateness of our current space for the variety of meeting demands and gatherings and to develop a plan for ensuring our space meets the highest facility and programming support standards. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Ensure that all spaces on campus are welcoming, inclusive, and accessible (gender inclusive restrooms; ethnic and racial diversity in photos, exhibits, displays, and interior design; housing, ADA accessibilities; universal language; maps; infant nursing rooms). **LEAD:** Center for Diversity & Inclusion

Strategy: Develop a specific plan to meet the gathering and support space needs for graduate students, international students, and identity-based groups, including cultural, religious, and LGBTQIA students. **LEAD:** Campus Life

Strategy: Collaborate with campus partners to support rehearsal spaces for student performances. **LEAD:** Campus Life

Strategy: Collaborate with campus partners to examine and respond to the residential housing needs of undergraduate and graduate students, including plans for renovations and new building, the housing price structure, and the process for student housing assignments beyond the first year. **LEAD:** Residential Life.

Strategy: Develop a long-term plan for upgrading athletic and recreation facilities and spaces to appropriately support the needs of our intercollegiate athletic teams, club sports, and intramural participation. **LEAD:** Athletics/Recreation

Strategy: Identify funding strategies in support of any facility renovation/expansion needs. **LEAD:** Office for the Vice Chancellor for Student Affairs

2. Ensure Student Affairs **programs** can support expanded and emerging student needs, in particular mental health services, relationship violence support, diversity and inclusion programs, and other critical Student Affairs programs and services, such that they are not be limited by the space constraints currently in place.

Strategy: Initiate a renewed campus-wide focus on health and wellness, and identify the specific contributions each Student Affairs department in particular can contribute to supporting student health and wellness. **LEAD:** Associate Vice Chancellor/Dean of Students

Strategy: Develop a plan for enhancing mental health support on campus, including exploring and adopting new ways of delivering services, reducing wait times for mental health services, enhancing support for targeted populations (e.g., lower income students, minority students, graduate students, LGBTQIA students and other students with particular mental health needs), identifying partnerships with mental health providers in the community, and enhancing community with students and parents about our mental health services. **LEAD:** Habif Health & Wellness Center

Strategy: Continue enhanced focus on educating students about Title IX issues, particularly beyond the first year, and provide relationship violence support with a specific focus on marginalized communities. **LEAD:** RSVP Center

Strategy: Develop a support program for respondents in student conduct and Title IX cases. **LEAD:** Associate Vice Chancellor and Dean of Students

Strategy: Develop a plan to enhance support for spiritual and religious life on campus. **LEAD:** Center for Diversity & Inclusion

Strategy: Benchmark best practices in student activities/campus life with a particular focus on fraternity and sorority life (including NPHC groups and Multicultural Greek organizations), student government, and cultural student organizations. **LEAD:** Campus Life

Strategy: In partnership with relevant University divisions and departments, create University-wide mechanisms that allow for constant and timely announcements to the campus community about programs and services. Ensure that any technological application is easily accessible, useful, and relevant to all users. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create and implement a Divisional risk-management protocol related to student programs and activities on and off campus, including the development and adoption of campus-wide best/promising practices, policies, and training when it comes to alcohol, risk management, event planning, and student engagement for undergraduate and graduate student group programming. **LEAD:** Campus Life

Strategy: Ensure that recognized student organizations who are doing work off-campus in the local, national, and global community have an active and well-trained faculty or staff advisor and that appropriate steps to manage risk have been taken. **LEAD:** Campus Life

Strategy: Create guidelines and training to help student leaders create student group experiences that are welcoming and safe for growing student populations, including low-income, first-generation, and international students. **LEAD:** Campus Life

Strategy: Ensure the needs of all students are considered when the University is not fully operational, including feasibility of food service options, pricing, delivery, and development of partnerships with community supports. **LEAD:** Residential Life

Strategy: Advocate that food options maintain a balance between availability, variety, quality, and price based on the standard meal plan and that food options support students' dietary needs and /or religious requirements. **LEAD:** Residential Life

GOAL: *Inspire school spirit, honor campus traditions, and enhance WashU pride.*

Objectives:

1. Enhance and sustain all-University events and traditions that unify our campus community, and create new events and traditions building on school spirit.

Strategy: Increase understanding of campus history and traditions by identifying Washington University history and traditions that all students should know and experience. **LEAD:** First Year Center

Strategy: Ensure the alma mater is taught to all students, and designate specific University-wide events where it will be sung. **LEAD:** First Year Center

Strategy: Increase the visibility of the WashU Bear mascot. **LEAD:** Athletics

Strategy: Encourage the exhibition of WashU spirit, traditions, and pride in Division offices and spaces. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create a series of activities that encourage school spirit and student engagement in campus traditions (e.g. encourage people to take pictures decked out in WashU gear and post to Instagram or Facebook and be eligible for a prize). **LEAD:** Campus Life

Strategy: Partner with Student Union to enhance school spirit and to ensure that all student groups are aware of, participate in, or sponsor campus traditions. **LEAD:** Campus Life

Strategy: Develop a "Traditions Night" as part of First Forty programming to highlight traditions and experiences that are essential for WashU students. **LEAD:** Campus Life

Strategy: Support the campus-wide calendar initiative in partnership with other departments to push messaging and marketing pertaining to those events that are unique and established at WashU (Diwali, Lunar New Year Festival, Carnival, Black Anthology, Thurtene, WILD), and also encourage the creation of other traditions through programming (Homecoming, Fall Festival, George Washington Week, etc.). **LEAD:** Campus Life

Strategy: Sponsor residential college nights at athletic events and "bring back" the residential life intramural league. **LEAD:** Athletics/Recreation

2. Encourage greater faculty, staff, and student engagement in campus events as a means of instilling school spirit and WashU pride.

Strategy: Personally invite faculty and staff and/or academic and Student Affairs departments to participate in athletic events. **LEAD:** Athletics

Strategy: Enhance before, in-game, and post-game experiences as a means of encouraging faculty, staff, and student participation in athletic events. **LEAD:** Athletics

Strategy: Offer a gathering space or activities before games to provide an opportunity for people to gather before attending events. **LEAD:** Campus Life

Strategy: Partner with Student Union to create joint faculty/staff programs (e.g., faculty/staff talent show). **LEAD:** Campus Life

3. Build on key aspects of existing WashU pride among alumni and parents & families.

Strategy: Develop ways to spotlight student accomplishments on a regular basis for alumni and families. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create more opportunities for alumni and parents to engage with students and the WashU experience. **LEAD:** First Year Center

4. Increase opportunities for community participation in campus events and traditions.

Strategy: Work with Public Affairs to highlight existing volunteer efforts and other ways students engage with the local community. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Identify opportunities to engage local schools (K-12) to attend athletic and University events to encourage the local community to adopt "WashU" as their school and to promote awareness about college and available resources. **LEAD:** Athletics

GOAL: *Be effective stewards of our fiscal and human resources.*

Objectives:

1. Analyze and modify all levels of the Division's organizational structure to intentionally align with our mission, vision, values, goals, and strategic objectives.

Strategy: Clearly define job grades, responsibilities, titles, and compensation levels of all employees within the Division in an effort to ensure consistency, equity, and longevity. **LEAD:** Business Managers for Student Affairs and Residential Life

Strategy: Publish and maintain up-to-date organization charts, departmental descriptions, and points of contact on Division website. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create a system for consistent compensation for student staff (graduate and undergraduate) with similar responsibilities across the Division. **LEAD:** Business Managers for Student Affairs and Residential Life

Strategy: Identify specific areas where business services should be shared across the Division, and over time, centralize those services (e.g., marketing, media, technology, Business Services, Purchasing, etc.). **LEAD:** Business Managers for Student Affairs and Residential Life

2. Align current Division and departmental resources and efforts with prioritized needs, and develop a regular, transparent process for reviewing and as necessary modifying resource allocation, including both financial and personnel support.

Strategy: Create a centralized process for units to request a third party vendor for technology or other resource allocation to ensure the resource is a best practice and worth the investment. **LEAD:** Business Managers for Student Affairs and Residential Life.

Strategy: Construct standard policies and processes across the Division, and create and maintain a Division policy and processes guide for the Division. **LEAD:** Business Managers for Student Affairs and Residential Life.

3. Cultivate additional relationships and resources to fund prioritized Divisional and departmental needs.

Strategy: Develop a partnership with the office of Alumni and Development to identify sponsorship and donor opportunities for the Division. **LEAD:** Division liaison to Alumni and Development.

Strategy: Identify opportunities to create and enhance income streams through Student Affairs programs (e.g., media studio rental and summer conference income, others).

LEAD: Business Managers for Student Affairs and Residential Life.

Strategy: Identify opportunities where Divisional priorities align with those of recognized student organizations, and develop a process for providing Student Affairs financial support as resources allow and/or other types of partnerships with student groups to support those student organizations and their activities. **LEAD:** Campus Life

4. Optimize workforce deployment and development.

Strategy: Create a centralized onboarding model for new staff in the Division. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Develop and require a standardized and consistent annual performance review process for the entire Division, including performance review training for leadership.

LEAD: Business Managers for Student Affairs and Residential Life.

Strategy: Identify resources and strategies for professional development for Division staff at all levels of the organization. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Train supervisory staff on coaching and mentoring methods, including creating professional development plans for their supervisees and succession planning for their departments. **LEAD:** Office for the Vice Chancellor for Student Affairs

GOAL: *Maintain and enhance a focus on exemplary Student Affairs work.*

Objectives:

1. Create a transparent Divisional and departmental system for ongoing assessment of the impact of our services and programs on student development, learning, and success.

Strategy: Build a structure to ensure collaboration with other University leaders who are collecting data on high impact practices affecting students. Key partners include Institutional Research and the undergraduate academic leaders in the schools. **LEAD:** Assistant Dean of Student Affairs Assessment

Strategy: As a part of the new departmental review process, ensure that programs and services are evaluated using standards developed by the appropriate national professional organization (such as ACHUO-I or NODA) as well as the CAS Standards. **LEAD:** Assistant Dean for Student Affairs Assessment.

Strategy: Create a centralized repository of all departmental evaluations, evaluation findings, and departmental responses to evaluation and assessment information collected. **LEAD:** Assistant Dean of Student Affairs Assessment

2. Ensure that Student Affairs staff at all levels in the Division have access to regular training on student development, emerging student issues, issues impacting diverse student populations, and other areas that positively impact their ability to fulfill respective advising, mentoring, coaching, counseling, and administrative roles.

Strategy: Create a centralized system for identifying and promoting low-cost professional development opportunities for staff they can participate in on campus. Ensure that these opportunities represent a wide range of topics such as diversity and inclusion and best practices for student support and advising students related to their co-curricular experiences. **LEAD:** Office for the Vice Chancellor for Student Affairs

3. Enhance partnerships with faculty and colleagues in the academic divisions in support of student learning, development, and success.

Strategy: Identify faculty engaged in research about issues related to various aspects of the student experience, and invite their perspective about and participation in our work. **LEAD:** Assistant Dean for Student Affairs Assessment.

Strategy: Encourage Student Affairs staff to collaborate with faculty to research, write, and/or present about the student experience. **LEAD:** Assistant Dean for Student Affairs Assessment

Strategy: Create opportunities to increase faculty awareness of Student Affairs work. **LEAD:** Office for the Vice Chancellor for Student Affairs

4. Increase opportunities for staff members to make positive contributions to the University and St. Louis communities.

Strategy: Promote and encourage staff participation in University-wide engagement opportunities such as the Assembly Series and the Day of Dialogue. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Identify, encourage, and support opportunities for staff involvement in the community through volunteer service and civic engagement. **LEAD:** Office for the Vice Chancellor for Student Affairs

5. Develop consistent and centralized practices for the recruitment, retention, promotion, and compensation of a diverse, inclusive, and culturally competent Student Affairs staff.

Strategy: Through the Student Affairs Leadership Team, provide more training to senior leaders to help them recruit, train, support, and retain talented and diverse staff. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Develop a targeted outreach and recruitment program for prospective staff members from populations under-represented in the Student Affairs profession. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create more opportunities for affinity groups within the Division for support and identity development. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: In collaboration with the Washington University Department of Education, develop a higher education focus. **LEAD:** Vice Chancellor for Student Affairs.

Strategy: Champion recognition, celebration, and participation during Careers in Student Affairs month as a Division-wide effort to help involved students understand the opportunity for a future career in Student Affairs. **LEAD:** Office for the Vice Chancellor for Student Affairs

Strategy: Create a larger, more intentional connection to NASPA's National Undergraduate Fellow Program (NUFP) program. **LEAD:** Office for the Vice Chancellor for Student Affairs

Student Affairs Strategic Plan Steering Committee

- Lori S. White, Ph.D., Co-Chair, Vice Chancellor for Student Affairs
- Jennifer Smith, Ph.D., Co-Chair, Dean of the College of Arts & Sciences

- Debra Beck, Director of Administration, Habif Health and Wellness Center
- Tim Bono, Ph.D., Assistant Dean for Assessment, Division of Student Affairs
- Sara Burton, Associate Director of Athletics, Varsity Sports
- Kris Campa, Program Coordinator, John B. Ervin Scholars Program
- Justin Carroll, Associate Vice Chancellor for Student Affairs & Dean of Students *
- Nicole Gore, Assistant Dean, College of Arts & Sciences
- Robyn Hadley, Associate Vice Chancellor for Student Affairs & Dean of Scholar Programs
- Leslie Heusted, Executive Director of Campus Life
- Tamara King, Associate Dean of Students & Director, Student Conduct and Community Standards
- Tim Lempfert, Director of Housing Operations, Office of Residential Life *
- Christie Livingston, Student Affairs Budget Manager & Shared Business Services Supervisor
- Steve Malter, Ph.D., Associate Dean, Olin School of Business
- Jennie Marchal, Associate Director-Employer Relations, Career Center *
- Jessica Martin Roberts, Executive Director of Strategic Communications, Office of Public Affairs
- Sheri Notaro, Ph.D., Associate Dean, The Graduate School
- James Parker, Chief of Staff to the Vice Chancellor for Student Affairs & Associate Dean for Strategic Initiatives
- Purvi Patel, Assistant Director, Center for Diversity and Inclusion
- Richard Payton, Associate Director, Cornerstone: The Learning Center
- Kirsten Smith, Special Projects Coordinator, Division of Student Affairs
- Kathy Steiner-Lang, Assistant Vice Chancellor for Student Affairs & Director, Office for International Students and Scholars
- Jill Stratton, Ph.D., Associate Dean for Undergraduate Residential Learning, Office of Residential Life
- Michael Toney, Assistant Director, First Year Center *
- Stephanie Weiskopf, Associate Director-Leadership Development, Campus Life

**No longer at Washington University in St. Louis as of May 1, 2017*

DIVISION OF STUDENT AFFAIRS UNITS

- Athletics
- Campus Life
- Career Center
- Center for Diversity and Inclusion
- Cornerstone: The Learning Center
- First Year Center
- Habif Health and Wellness Center
- Office for International Students and Scholars
- Office of Recreation
- Office of Residential Life
- Office of Scholar Programs
- Relationship and Sexual Violence Prevention (RSVP) Center
- Student Conduct and Community Standards
- WashU Cares