

2008-2014

Strategic Plan

STUDENT AFFAIRS

PURDUE
UNIVERSITY



Purdue University Student Affairs

www.purdue.edu/vpss/strategicplan

2008-2014 Student Affairs Strategic Plan

As of May 3, 2010

Student Affairs Strategic Plan 2008-2014

Foundation

Our Mission

The mission of Student Affairs at Purdue University is to serve as the source and coordinating hub of programs and services that accelerate, enhance, and deepen student learning, developmental growth, and degree completion rates. Student Affairs serves as a driving force to create a challenging yet supportive environment that prepares students to become successful citizens and leaders operating in a dynamic global society.

Our Core Values

- **Student Focus:** We believe in keeping students at the center of all we do and at the forefront of our decision-making process.
- **Success:** We promote student success and learning through the intellectual, physical, psychological, career, social and spiritual development of students.
- **Excellence:** We strive to achieve excellence and professionalism in all programs and services and set high expectations.
- **Integrity:** We value high standards of ethical behavior. We demonstrate and expect responsibility and accountability in all community members.
- **Diversity:** We honor the history, traditions and culture of all members of the university community and promote a nurturing environment. We celebrate diversity and the unique contributions of individuals.
- **Accessibility:** We believe that every student should have the ability to participate in our programs and. We provide assistance to make our programs and services available to all members of the University.
- **Professional Development:** We promote a work environment where lifelong learning is encouraged and personal achievement is valued.
- **Collaboration:** We believe in promoting an environment that encourages teamwork, honest communication, and support in one another.

Competencies and Advantages

What we do best

Developmentally-based learning which occurs in the myriad of activities and opportunities supported by Student Affairs is an important lifetime complement to the discipline-based learning that occurs in the classroom. Opportunities for this guided learning abound in residence units of varying types, career services, registered student organizations, ROTC units, multiple ensembles and many other programs that promote and recognize out-of-class learning. The overall mission of Purdue University is supported by Student Affairs in very practical ways. In partnership with members of the campus community, we promote efforts to achieve educational equity and multiculturalism. We strive to improve pre-college recruitment and student success as measured by the retention and graduation rates of our students. We offer services including financial aid, academic record-keeping, a learning resource center, programs of physical and mental health care and information, programs of fitness, recreation, and wellness, and assistance in removing both physical and psychological barriers to college.

Student Affairs provides five major unique capabilities in support of the 2008-2014 Strategic Plan: New Synergies:

- Student Affairs at Purdue enhances the quality of life for students by assisting them in taking full educational advantage of the campus experiences in the application of knowledge;
- Student Affairs at Purdue assists students in their preparation for careers, life, leadership, and participation in a changing world;
- Co-curricular opportunities, support programs, and services are provided which allow students to experiment with and integrate the knowledge and skills they have obtained;
- Student Affairs at Purdue adapts services to the electronic age and to the learning styles of this generation of students, and increases the availability and quality of on-line information and resource materials; and
- Student Affairs at Purdue promotes a culture of assessment that continuously seeks ways to improve programs and services, and engages in best practices for increased efficiency and effectiveness.

Student Affairs Overarching Goals

How we will get there

- **Launching tomorrow's leaders** by enhancing student success with careers in a dynamic global society, as well as fostering intellectual, professional and personal development for lifelong learning. Student success is an experience that leads to intellectual and personal growth, a degree, and prepares a student for life and a career in a dynamic, global society.
- **Promoting discovery with delivery** by conducting field-defining research with breakthrough outcomes and catalyzing research-based economic development and entrepreneurship.
- **Meeting global challenges** by enhancing Purdue's presence and impact in addressing grand challenges of humanity.

Goals and Student Affairs Strategies

Supporting All

1 Provide an Environment Supporting All Goals - Create enabling conditions for excellence at all levels

- 1.1 Develop and execute synergetic strategies with key stakeholders.
- 1.2 Aggressively enhance media presence and marketing of Purdue's vision and the breadth of successes across campus toward increased national and global visibility.
- 1.3 Provide excellent and consistent services and products to students, faculty, staff, alumni and others.
- 1.4 Continue to promote a culture of assessment that expects rigorous internal and external review of programs and services for continuous improvement, to increase competitiveness, and engage in best practices for increased effectiveness and efficiency.
- 1.5 Promote health and well-being of students, faculty, staff and retirees offering a breadth of fitness, health, and wellness promotion programs, along with recreational services with appropriate facilities and incentives that encourage greater attention to life building skills and personal responsibility with respect to good health practices.
- 1.6 Encourage participation in cultural and athletic events with a more welcoming environment for students, staff, faculty, retirees, alumni, and the greater community through accessibility, incentives, public relations, and with "good-neighbors" practices.
- 1.7 Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity; and nurturing retention through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
- 1.8 Continue to build relationships with patrons toward successful private giving for targeted initiatives that enhance Purdue's national and global competitiveness.
- 1.9 Engage corporations and organizations to participate in recruitment fairs and programs at Purdue, and involve students, faculty, staff, and external stakeholders as partners in delivering career services.
- 1.10 Foster a more diverse and inclusive campus community, and encourage such a community in the Lafayette-West Lafayette area, by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.
- 1.11 Provide an efficient, secure, and effective technology environment supporting business needs and strategic objectives.
- 1.12 Communicate guidelines, policies, and procedures in a consistent and accurate manner.
- 1.13 Develop and support business intelligence needs in support of Student Affairs goals.
- 1.14 Streamline and redesign business processes that reduce complexity, wait time, and effort.
- 1.15 Systematically address the repair and rehabilitation of facilities to provide the high-quality infrastructure needed to conduct successful learning, discovery, and engagement functions that enhance Purdue's national and global competitiveness.
- 1.16 Exemplify Purdue as a "living laboratory" for learning, discovery, and engagement by establishing a process for campus design and development that allows for exploration of design ideas with hands-on experience, participation, and service.
- 1.17 Promote sustainability consciousness by attending to environmental and ecological stewardship including creating "green" buildings based on value driven decision processes informed by life cycle costing; social equity and economic vitality; and conducting best practices with designated responsibilities, oversight, and accountability, engaging advisory input from constituencies.
- 1.18 Increase the resource base for Convocations to support excellence in performing arts events offered in Greater Lafayette to inspire discovery, learning, and engagement.

Launching Tomorrow's Leaders

2 Launching Tomorrow's Leaders - Promote excellence in learning experiences and outcomes, fostering intellectual, professional, and personal development to prepare learners for life and careers in a dynamic, global society.

- 2.1 Recruit, admit, and enroll outstanding students that meet the enrollment goals of the University.
- 2.2 Actively leverage financial resources in keeping a Purdue education affordable while meeting enrollment goals of the institution.
- 2.3 Reinvigorate the learning, retention, and success of a diverse and high quality pool of students culminating in the completion of a degree.
- 2.4 Provide a vigorous and effective career service designed to enhance career aspirational awareness and market the university and its graduates.
- 2.5 Recruit, enroll, develop, and commission future officers and nurses to the U.S. military.

Discovery with Delivery

3 Discovery with Delivery - Advance the frontiers of knowledge, innovate technologies that address the grand challenges of society to serve humanity, and improve the quality of life around the world.

- 3.1 Enhance research and scientific leadership by supporting senior leadership in research (faculty, administrative); and further increasing the research involvement of faculty, supported by postdoctoral fellows, professional staff, and graduate students.
- 3.2 Support scholarship, research, internship, and service-learning opportunities.
- 3.3 Support and encourage workforce development.
- 3.4 Continue services and support for State Wide Technology enrollment.
- 3.5 Conduct periodic assessment on student wellness and risk behaviors.
- 3.6 Support Purdue's economic development efforts by delivering resources and employer services to current and prospective economic partners.
- 3.7 Promote summer training opportunities for ROTC students.
- 3.8 Enhance research and scientific leadership by: a) promoting faculty memberships in national academies, faculty representations on national boards, and rotational positions in national agencies; b) enhancing senior leadership in research (faculty, administrative); c) further increasing the research involvement of faculty supported by postdoctoral fellows, professional staff, and graduate students; and d) implementing mentorship programs for young and mid-career researchers to undertake large-scale research initiatives in areas of strategic opportunities to address needs that bear worldwide impact.
- 3.9 Proactively develop mutually beneficial relationships and research funding agencies including federal and state agencies, industries and corporations, and private foundations with a view to aligning Purdue's research portfolio, and increasing responsiveness to funding prospects.

Meeting Global Challenges

4 Meeting Global Challenges - Address the critical needs of society, and catalyze economic development and entrepreneurship consistent with a public research university of the 21st century with global impact.

- 4.1 Support efforts to increase the presence of global understanding and insights in curricula to render them globally relevant, enabling students to succeed in the worldwide community.
- 4.2 Undertake a concerted effort in establishing a global presence in research and education for Purdue, through well coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
- 4.3 Enhance engagement with Indiana's P-14 and post-secondary educational communities to develop a collaborative, long-term systematic approach toward an educational portfolio that ensures a steady supply of well-educated workforce members for Indiana to continue its quest for a leading role in addressing global challenges.
- 4.4 Support efforts to increase the number of students involved in study abroad and international internships directly related to their field of study; increase the number of global opportunities for students including tourism; continue national leadership in bringing students from around the world to study on our campus.
- 4.5 Inform public policy and provide informed leadership to policy discussions by developing a public policy institute that conducts analyses and impact assessments, and promotes coordination between large-scale research and economic development, leading to increased investment funds and impact on regional, national, and global economies.
- 4.6 Enhance consultative service to business and industry by providing agile and coordinated mechanisms for matching University expertise to serve their sustainability needs, and their development toward meeting the challenges of the 21st century competitive global markets.
- 4.7 Provide quality student-service offerings which supports Purdue's role in the 21st century entrepreneurial culture with a visionary program as a national model, focusing on university-wide talent, along with intellectual and physical resources, to maximize leverage, and providing transparent and coordinated access to global intellectual resources.
- 4.8 Encourage global interactions for future officers of U.S. military.

Key Performance Indicators

How we measure success

Measure

Student Importance Rating of Overall Services
Student Satisfaction Rating of Overall Services
Student Importance-Satisfaction Gap Rating of Overall Services
IPEDS Total Student Services Spending per Student FTE
IPEDS Total Student Services Spending as a Percentage of Total Expenditures
IPEDS Total Student Services Spend per Student FTE Ranking
National Survey of Student Engagement: Enriching Educational Experiences for First-Year Students
National Survey of Student Engagement: Enriching Educational Experiences for Seniors
National Survey of Student Engagement: Supportive Campus Environment for First-Year Students
National Survey of Student Engagement: Supportive Campus Environment for Seniors
Graduating Student Learning Outcomes Assessment of Leadership Activities
Graduating Student Learning Outcomes Assessment of Extra-Curricular Service Activities
Percent of Students Employed after Graduation
Percent of Students Seeking Graduate Education after Graduation
Undergraduate One-Year Retention Rate
Undergraduate Six-Year Graduation Rate
Total Voluntary Giving to Student Affairs

Vision

What our business will look like

Student Affairs at Purdue University will become the nationally recognized leader in creating new and expanded synergies between academic and student affairs' functions. As a result of these synergies, we will create an unparalleled experience for students who will embrace learning and engagement to become world-renowned global citizens committed to a life of service and leadership.

Implementation

How we make strategy a habit

The Strategic Plan Committee will provide guidance and oversight for the development of the Student Affairs Strategic plan and departmental strategic plans. The committee will be engaged for at least one year after implementation of strategic plans to provide support and guidance. The Assistant Vice President for Student Affairs Technology and Assessment (AVP SSTA) will chair the committee, and serve as point person for training, coaching, tracking progress via a scorecard, providing monthly reports, and facilitating strategy meetings.

Ongoing communication to many constituent groups is key to successful planning. Student Affairs departmental directors will be informed of progress on a monthly basis in VPSA Department Heads meeting. Periodic communications through email to a core group of staff across Student Affairs involved in departmental strategic planning will address opportunities for feedback on the Student Affairs Strategic Plan, and SWOT meetings with key stakeholders on campus. Each department head will appoint a strategic plan manager to oversee the implementation of their strategic plan, and the AVP will have regular contacts with strategic plan managers. Department heads and strategic plan managers will regularly communicate strategic plan goals and progress at departmental staff meetings. Strategic plan managers will be responsible for tracking goals and measures, producing monthly reports, and communicating regularly. Communications with internal constituents will be through meetings and email, while SharePoint Web and email will be the primary vehicle for communicating departmental information to faculty, students, and staff external of the department. Strategic plan managers and department heads will be encouraged to view M3 on-demand videos and sign up for e-newsletters to gain and retain knowledge on mynonprofitplan.com software and the strategic planning process. On an annual basis, the Vice President for Student Affairs will provide an end-of-year status report, and this will be communicated broadly to all constituents including the Provost and the President.