Welcome! I’m very pleased to share our strategic plan for FY 2017-18. Student Life is a very large and diverse organization that touches on nearly all aspects of the lives of our students. We employ over 1,200 staff members and 2,200 students working in 24 different departments. As such, it is critically important that we all share a clear vision, common principles and a commitment to work strategically across a broad range of objectives as we make our unique contributions to student success at Purdue.

If you are reading this, then it is likely that you are among the many constituencies that we serve. Your support of our initiatives is greatly appreciated, and your input on this document would be welcomed. Please feel free to share any thoughts, suggestions or concerns by emailing us at vpsl@purdue.edu

Again, thank you for your interest in Student Life, and Hail Purdue!

Sincerely,

Dr. Beth McCuskey, Vice Provost for Student Life
I. HISTORY AND CONTEXT

The Division of Student Life was created in 2015, when institutional issues of access and affordability led to a structural reorganization. Two formerly separate entities (Housing & Food Services and Student Affairs) were conjoined under the leadership of the newly appointed Vice Provost for Student Life, Dr. Beth McCuskey.

Student Life is a very holistic entity, responsible for and focused on the care and well-being of all students on the West Lafayette campus. Its reach is both broad and deep—University Residences, Dining & Catering, the Purdue Memorial Union, Student Activities & Organizations, Leadership & Professional Development, Recreation & Wellness, Convocations, Hall of Music Productions, University Bands, Purdue Musical Organizations, and the Dean of Students Office, including Purdue University Student Health, Counseling & Psychological Services, Fraternity, Sorority & Cooperative Life, Student Rights & Responsibilities, Center for Advocacy, Response & Education, Student Legal Services and Parent & Family Connections. These departments and functions are housed in over 5.4 million square feet of space on campus, with a total annual budget nearing $200 million. The Division is supported by a comprehensive portfolio of functions including accounting and business services, advancement/development, human resources, marketing and communications, outreach and strategic initiatives and assessment.
II. STRATEGIC PLANNING PROCESS

The Division of Student Life has sought to create a forward-looking blueprint—one that attempts to honor the past, embrace the present and, most importantly, envision a successful future for our students, our staff members and the many constituencies that we serve.

Our strategic plan begins with a common vision for all Student Life units, followed by our foundational principles, practices and pledges. As an internal exercise, we periodically conduct a “situational analysis” using the SWOT approach, identifying our strengths, weaknesses, opportunities and threats. This analysis helps us identify our short and long-term priorities and understand how we might best approach them.

While some strategic plans attempt to cover time periods of 5 to 10 years or more, the rapidly changing landscape of higher education does not always lend itself to that approach, and thus our plan covers only a one-year time period. We also recognize that units within Student Life often need their own strategic plans in order to navigate the specific issues that they face.

For Student Life at-large, we utilize a “bottoms up” strategic planning process wherein each unit generates an annual report which documents achievements from the past year and identifies new or continuing goals for the following year. By carefully reviewing these many goals, we identify “Areas of Focus” that capture and categorize our many and diverse efforts. Each individual unit goal then becomes a “strategic objective” within a particular Area of Focus.

In this manner, the annual reports serve as the ongoing vehicle by which we assess both unit and divisional progress while also populating the divisional strategic plan with new goals and objectives, guiding our activities and our use of resources on behalf of Purdue at-large and Student Life in particular.

Accountability for the accomplishment of our objectives rests with individuals, teams and departments, depending upon the nature and scope of the item in question. This accountability is reinforced through our performance evaluation system, where progress toward or accomplishment of goals is a significant factor in an individual’s overall evaluation.
III. STUDENT LIFE VISION

Student Life fosters student success through learning opportunities inside and outside of the classroom. We focus on co-curricular education and leadership development as integral parts of the Purdue experience. In collaboration with our colleagues across campus, we challenge students, faculty and staff to explore the value of working and learning together as leaders in our local communities and our global society.

Student Life acts responsibly in all endeavors to uphold the highest professional principles and practices as we fulfill our pledges to our students.
IV. STUDENT LIFE PRINCIPLES, PRACTICES & PLEDGES

With a large and diverse portfolio of functions and thousands of employees, Student Life has identified key, common principles by which we are all connected, best practices to guide us, examples that help clarify and bring focus to our practices, and pledges to our students about what they can expect from us. The “Student Life Is U” (SLISU) acronym helps all employees remember our common principles so that they may be consistently practiced on a daily basis.

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<tr>
<th>Student Life Principles</th>
<th>Student Life Practices</th>
<th>Student Life Pledges</th>
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<tr>
<td><strong>Student Learning</strong></td>
<td>Instill in all students the importance of continuous intellectual growth. Provide students with academic or social learning opportunities through programming, work or internship positions, coaching or training.</td>
<td>Experience co-curricular opportunities where classroom learning intersects with real world practice.</td>
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<td><strong>Leadership Development</strong></td>
<td>Create opportunities for students to lead and increase their ability to make a difference. Mentor students, adopt a common framework and provide an opportunity for students to develop their strengths and lead the world forward.</td>
<td>Explore their interests, discover a passion and serve their local and global communities.</td>
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<td><strong>Inclusion</strong></td>
<td>Develop community through welcoming environments, offering both formal and informal opportunities for diverse interaction. Take an active role in students’ lives or participate in groups or events with students and staff from all backgrounds.</td>
<td>Embrace human diversity, the value of each individual and the importance of civility.</td>
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<td><strong>Stewardship</strong></td>
<td>Manage the roles, duties, resources and responsibilities entrusted to their care at all levels. Honor the organization and implement ideas to optimize resources. Celebrate the traditions of the institution while advocating for ways to improve the campus environment for students and staff.</td>
<td>Act as ambassadors and honor their opportunity to serve by exercising careful, responsible management of everything entrusted in their care.</td>
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<td><strong>Unity</strong></td>
<td>Be committed to a culture of collaboration and teamwork to create transformative student experiences. Be a positive influence in the workplace and look for ways to coordinate efforts with co-workers to better serve the student population</td>
<td>Engage in partnerships to enhance their own education</td>
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V. AREAS OF FOCUS AND STRATEGIC OBJECTIVES

In support of Purdue’s vision and our own, we have identified ten Areas of Focus for the current fiscal year, along with a few examples of the many strategic objectives that are ongoing within each of those areas.

Areas of Focus

A. Support Purdue Moves through initiatives including increased residence hall and residential dining capacities, enhanced living and learning communities, academic support centers, affordability through efficient cost management and programmatic assistance toward a year-round university.

Current strategic objectives include: building the case for an Arts/STEM residence hall; adding additional learning communities; participating in a housing market study as part of the campus master plan; increasing the number of dining options on campus; developing data collection methodologies to evaluate student learning through co-curricular experiences; supporting Purdue’s Year-Round University initiative through Think Summer programs; and pursuing additional scholarship support to enhance the affordability of a Purdue degree.

B. “Academicize” our division by increasing the number, depth and breadth of academic partnerships, collaborations and internships. Leverage our human and financial resources to assist Purdue in providing a world-class education to our students through both curricular and co-curricular experiences.

Current strategic objectives include: increasing the number of Learning Communities to a total of 28 by spring of 2018; creating new partnerships and collaborations between Purdue Bands and the College of Liberal Arts; piloting curricular integration research programs between Purdue Convocations and the departments of English and Communications; pursuing a collaboration between Hall of Music Productions and Purdue Polytechnic Institute to create a new field of study in Video Engineering Technology; utilizing the Union Club Hotel as the for-credit laboratory for the Hospitality and Tourism Management’s HTM 181- Introduction to Lodging course; improving faculty and TA awareness of academic integrity policies; and developing a relationship with the Department of Statistics to offer student data analyst positions in conjunction with our assessment efforts in Recreation and Wellness.
C. Develop Leadership in our students and staff through new, meaningful and measureable initiatives. Build on Purdue’s international reputation for producing talented graduates across various disciplines by leveraging and connecting in and out-of-classroom experiences to give students the best chance at success at Purdue and beyond.

Current strategic objectives include: increasing student leadership involvement in Center for Advocacy and Response (CARE) programs and initiatives; providing competitively-sought, in-depth, pre-professional internships in arts administration, graphic design, marketing and production for Purdue Convocations; funding graduate assistantships in technical theatre and student leadership roles in event production and technology within Hall of Music Productions; delivering the “Women’s Leadership in a Global Context” study abroad course (EDPS 30000) through the Leadership and Professional Development Initiative; designing an “Emerging Leaders Program” curriculum for student employees within Recreation & Wellness; launching the Men’s Leadership Series and the Forging Professionals program, both sponsored by University Residences; offering extensive leadership opportunities and volunteer engagement through the Purdue Student Union Board; and employing over 2,200 students within Student Life departments with a focus on personal and professional development.

D. Embed the Arts in Purdue’s campus culture, leveraging Student Life resources, reaching out to other campus arts entities and partnering with both University departments and the larger community. Create collaborative, interdisciplinary and immersive experiences in the arts that add value to learning and open up new paths to innovation, problem-solving and pure enjoyment.

Current strategic objectives include: developing arts programming by Purdue Convocations in support of the Purdue Sesquicentennial; providing a wide array of cultural events, concerts and films through the Purdue Student Union Board; collaborating with many partners on arts programming for the Honors College, State Street Renovation and Horticulture Park; expanding the use of new and off-campus facilities for Purdue Convocations productions; continuing the Purdue Bands’ “Jazz at Marriott Hall” program and extending that concept into the Purdue Memorial Union; increasing the number of free campus and community performances, clinic opportunities with other ensembles and visits to local elementary schools by the Purdue Musical Organization; enhancing the sculpture garden and Pickett Park area through efforts of Recreation & Wellness; and partnering with Purdue Convocations to provide pre-show hospitality events at the Sagamore Restaurant and 1869 Tap Room through Purdue Dining & Catering.
E. Embrace Diversity and Inclusion as core Student Life values, working programmatically to further those ideals. Create and sustain a welcoming culture wherein all students can excel and prepare themselves to thrive in our diverse, global society.

Current strategic objectives include: exploring the use of non-traditional course offerings to recruit a more culturally and ethnically diverse student population within Purdue Bands; enhancing the role of Purdue Convocations as the principal sponsor of Global Fest, in collaboration with the Lafayette and West Lafayette Parks and Recreation departments; formalizing relationships between Recreation & Wellness, the Disability Resource Center and the Veterans Success Center; adding menu authenticity to Purdue Dining & Catering programs through chef education, culinary classes, food tours and partnerships with student cultural organizations; pursuing relationships with various Purdue departments to better understand why International, Asian and Native Hawaiian/Other Pacific Island students are underrepresented in Recreation & Wellness student employment; completing the study of the effect of Resident Assistant ethnicity on academic success of students of color; and enhancing the Global and Peer Mentoring programs within University Residences.

F. Create New Synergies within Student Life, capitalizing on the breadth of our organizational structure and leveraging our collective experience in dining and hospitality, student leadership development, health and wellness, and the arts.

Current strategic objectives include: providing opportunities for students within Purdue Bands to interface with public school students through their Partners in Music program; cultivating at least two partnerships between the Center for Advocacy, Response and Education (CARE) and sexual violence first responders in the community; developing a collaboration between our Leadership and Professional Development Initiative and campus partners to create a Women’s Graduation Ceremony; initiating a Future of the Union study to envision the next decade of PMU’s future; creating a robust sales strategy and platform for the Union Club Hotel in partnership with Winegardner & Hammons hotel management company; enhancing awareness on campus about resources within the Purdue Student Health Center (PUSH); continuing the work of the Mental Wellness Task force to promote mental wellness on campus; increasing involvement between Student Legal Services and the local legal community; collaborating with campus offices to expand the scope of Family Weekend programming; opening a Student Success Center in Wiley Hall and a third University Residences Support Center.
G. Support our Students in reaching their fullest academic, personal and professional potential. Help them make sensible and informed decisions, assist them in negotiating the opportunities and challenges in a demanding academic environment, and provide resources that will allow them to integrate the learning that takes place in and out of the classroom.

Current strategic objectives include: exploring non-traditional performance opportunities for students in Purdue Bands; supporting the programmatic efforts of the Student Concerts Committee; initiating QPR Gatekeeper training to educate volunteers about suicide prevention; offering certification on audio editing software for students working at Hall of Music Productions; implementing a roommate matching service for incoming freshmen unable to obtain on-campus housing; rebranding Hillenbrand as the first nut-free dining operation on campus; coordinating an overarching data-dive regarding the correlation between student success and living in University Residences; and hosting the inaugural Amelia Earhart Faculty-in-Residence program in Vawter Hall.

H. Engage with Alumni and others to generate support for Student Life’s many services, programs and facilities. Provide them with opportunities to have a positive influence on Purdue students, building community, developing leadership skills and promoting student safety, security and well-being on campus.

Current strategic objectives include: coordinating the Student Life Advisory Council; planning a Purdue Bands alumni trip for the summer of 2019; initiating a collaborative program development partnership between Convocations and the Purdue Alumni Association; strengthening partnerships between Fraternity, Sorority and Cooperative Life, the Alumni Advisory Council, housing corporation leaders and alumni advisors; developing a mentor/coaching framework based on strengths to connect alumni with students; sponsoring a PMO alumni/donor outreach event in Chicago; hosting an Alumni Homecoming Event at the University Residences Guest Center; and pursuing our collective “Ever True” fundraising goals in support of Student Life programs and services.
I. Demonstrate Stewardship by carefully managing the resources that are entrusted to us. Commit to continuous improvement through ongoing assessment of our policies and practices through both internal self-study and external review.

Current strategic objectives include: partnering with corporate sponsors to enhance student programs within Purdue Bands; reorganizing the leadership of Counseling and Psychological Services (CAPS) to support a larger staff; securing funds to expand Convocations’ curricular connections and to study their impact; expanding facility usage by pursuing a policy allowing non-traditional events on the stage of Elliott Hall; identifying funds to enhance and expand leadership and civic engagement experiences; completing the Retail Dining Study and creating an action plan for improvements; conducting a self-study program within Recreation & Wellness; and continuing alignments with Facilities and the University Residences neighborhood model.

J. Maintain and enhance operations, programs and services that contribute to the well-being of our students and the University community. Recognize all staff members for their important roles in contributing to student success at Purdue.

Current strategic objectives include: aggressively pursuing financial resources to maintain and improve current Purdue Bands facilities; expanding the effectiveness and reach of Convocations’ digital marketing; conducting a program self-study of the Leadership & Professional Development Initiative (LPDI); implementing a new department-wide customer service program for Purdue Dining & Catering; creating a costume inventory and updating the PMO music library inventory; enhancing the structure, service and standards of the PMU Events, Catering and Culinary programs; upgrading the RecTrac software system at Co-Rec; initiating a self-study of the Office of Student Rights and Responsibilities; and operating the URBA apartments to allow University Residences to serve a larger freshman population.

Thanks again for viewing our FY 2017-18 strategic plan. Please send any comments or suggestions to vpsl@purdue.edu