

# **WEST VIRGINIA UNIVERSITY STUDENT AFFAIRS 2010 STRATEGIC PLAN**

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# **WEST VIRGINIA UNIVERSITY VISION**

WVU is a student-centered learning community, meeting the needs of West Virginia and the nation through a commitment to excellence in teaching, research, service, and technology.

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## **STUDENT AFFAIRS MISSION**

The Student Affairs Division supports West Virginia University's student-centered learning environment, allows students to fully develop, and in partnership with our University colleagues offers the highest quality programs, services, and opportunities, based on a foundation of values and the Mountaineer Creed.

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# STUDENT AFFAIRS MOTTO

Students are our #1 priority

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## STUDENT AFFAIRS VALUES

The following values guide the Student Affairs mission:

- **Absolute integrity**
  - Be honest at all times: Always tell the truth.
- **Commitment to excellence**
  - Set and adhere to high standards: Do the right thing.
- **Wisdom**
  - Be competent in your job: Know your job and do it well.
- **Respect human dignity and cultural diversity**
  - Be respectful of others.
- **Compassion and humility**
  - Be kind, understanding, humble, and tolerant of others.
- **Clear and concise communication**
  - Pass on the right information and be a good listener.

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## **PREFACE**

The 2010 Strategic Plan for Student Affairs has been developed with the following principles in mind:

- Student Affairs will continue to enhance the student-centered programs that were developed as a result of the Student Affairs Task Force Report submitted to President David C. Hardesty, Jr. in 1995
- West Virginia University's 2010 Plan, "Building the Foundation for Academic Excellence" has been used as a guide
- Student Affairs acknowledges that meeting the overall goals of the plan involves working collaboratively with our colleagues and other units in the University
- Student Affairs acknowledges that in all of our activities we need to maintain an image of WVU as a major national leader in Student Affairs

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## **GOALS**

1. Increase student enrollment to 30,000 by 2010
2. Enhance programs and services to serve and retain a student population of 30,000
3. Utilize assessment to enhance student learning and personal development, and to measure and improve the effectiveness of our services to students

4. Strengthen partnerships with academic colleges to expand the student learning environment and create additional innovative learning opportunities

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## **GOAL 1: Increase Student Enrollment to 30,000 by 2010**

### **Guiding Principles**

*Continuing the land-grant university tradition of providing quality, accessible public education, Student Affairs will collaborate with our University colleagues to promote WVU's rich educational environment to learners interested in achieving excellence. In support of this principle, Student Affairs will continue to sustain recruiting efforts, support the increase of financial aid, maintain the effective marketing of our programs, enhance career placement services and appropriately organize Student Affairs to meet programming and service needs.*

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### **Objective**

**In order to increase student enrollment to 30,000 by 2010 we must:**

#### **A. Increase our enhancement of recruitment:**

In addition to supporting the Office of Undergraduate Student Recruitment in meeting overall new student enrollment goals for WVU, Student Affairs will partner with Integrated Marketing and the Enrollment Management Council to develop centralized recruitment strategies for targeted undergraduate student populations such as resident, non-resident, high ability, minority, transfer, and international students.

### **Key Indicators**

- *Meet annual enrollment goals for first-time freshman and overall enrollment goals set by Enrollment Management Council*
- *Increase by 15-25% by 2010 the number of prospective students and their families who visit campus*
- *Hire additional Regional Recruiters to enhance recruitment efforts similar to Regional Recruiter in Northern Virginia (market locations to be determined)*

- *Work collaboratively with Academic Colleges to develop college based enrollment plans*
- *Continue to enroll a minimum of 200 students in Student Support Services*
- *Enhance Student Affairs technology to provide easier access to support recruitment goals and provide student support*
  - *In partnership with Web Services, continue to maintain and expand the New Student Communication Portal*
  - *Implement new recruitment software to replace use of recruitment module in Banner*
- *Strengthen job placement strategies*
  - *Reorganize Career Services to best assist students with career options and job placement*
- *Reorganize the Center for Black Culture so that it effectively supports the University's goals for minority recruitment and retention*
- *Work with the Enrollment Management Council and Noel-Levitz to develop an enrollment plan that addresses the following:*
  - *Improve the academic profile of non-resident students*
  - *Create strategies to continue to recruit our top resident students in the face of declining high school graduation numbers and potential future changes to the Promise Scholarship program*
  - *Implement recruitment plan to increase enrollment of international students by a minimum of 100 by 2010*
- *Support WVU 2010 Plan to maintain a first-year retention rate of more than 80% and establish sophomore to junior year targets in collaboration with the retention council*
- *Support WVU 2010 Plan to reach an undergraduate graduation rate of 63% by 2010*

## **Objective**

### **B. Seek ways to increase financial assistance through loans, grants, scholarships, and employment opportunities:**

Student Affairs will review and monitor how the financial needs of students can be met through various financial aid resources

## **Key Indicators**

- *Support WVU Human Resources with the formation of a Student Employment Center*
- *Continue to work with the Enrollment Management Council to implement enrollment strategies designed to recruit targeted populations such as financially needy students, minority students, and academically gifted students such as the National Merit Finalists*
- *Assist in the implementation of a new scholarship policy designed to more effectively utilize foundation scholarship resources for students at the University*

## **Objective**

### **C. Assist in developing an effective marketing plan:**

Student Affairs recognizes that effective marketing about the benefits of our unique programs that contribute to student success is essential in meeting our recruitment goals

### **Key Indicators**

- *Partner with Institutional Advancement to continue to develop and enhance effective marketing strategies*
- *Collaborate with Institutional Advancement to measure, monitor and market the job placement statistics of WVU graduates*
- *Collaborate with Academic Affairs and Institutional Advancement to develop a marketing plan for the First-Year Experience*

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## **GOAL 2: Enhance Programs and Services to Serve and Retain a Student Population of 30,000**

### **Guiding Principles**

***Student Affairs recognizes that serving and retaining students involves creating an out of classroom environment that supports the academic success of students. Student Affairs will develop a retention plan; continue to implement programs that enhance campus culture and the student experience; develop plans to meet student needs regarding physical space; and utilize technology to better serve students.***

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## Objective

**In order to enhance programs and services to serve and retain a student population of 30,000 we must:**

### **A. Continue to develop effective retention strategies:**

Student Affairs recognizes the need to work collaboratively with Academic Colleges, University Academic Services Center, Institutional Advancement, Student Support Services, and the University Retention Council (Rates of Student Success) – to develop effective retention strategies.

### **Key Indicators**

- *Develop Student Affairs Retention Committee*
- *Develop a Student Affairs First-Year Retention Plan which will include:*
  - *Adventure WV – enroll 35% of first-year class by Fall 2008 (the retention rate for Fall 2004 first-time freshmen who went through Adventure WV was 90% to Fall 2005)*
  - *Live and Learn Communities – enroll 35% of first-year class by Fall 2008 (the retention rate for students in a Live and Learn community is generally higher than the institution's average first-year retention rate)*
  - *Continue with the programming provided to students through the RFL Program*
  - *Residential House/College – enroll 350 students beginning Fall 2006 (the retention goal for students in this house will be between 85%-90%).*
  - *Develop a retention plan at Fieldcrest that results in improving retention from 73% to 83%*
  - *Maintain an 85% -90% retention rate for students enrolled in Student Support Services*
  - *Develop retention strategies for first-year commuting students to increase retention by at least 1% each year to 2010*
  - *Increase student/faculty interaction with first-year students by 20% by Fall 2007 through creation of the residential house in the new residence hall and through RFL programming*
  - *Maintain current retention initiatives:*
    - *Early alert system*
    - *Mid-semester courses*
    - *Spring semester academic probation program*
    - *Recruit back Program*
    - *Special programs through the Carruth Center*

### **B. Continue to invest in Student Affairs infrastructure and technology:**

Student Affairs must continue to renovate existing buildings and design new facilities that can accommodate and support our student growth.

### **Key Indicators**

- *In conjunction with Facilities Management, we will develop and implement a capital master plan for Student Affairs facilities (Housing, Student Recreation Center, Mountainlair, Dining Services, Purinton House, E. Moore Hall) to accommodate and support student growth and needs*
- *Continue Series 25 implementation (classroom assignment program)*
- *Work with OIT and Web Services to upgrade Mix from Campus Pipeline to Luminis*
- *Continue support of Potomac State College into BANNER/STAR*
- *Upgrade U92's radio station transmitter to a digital format and update other on-air equipment by 2010*
- *Assist in the implementation of Curriculum Advising and Program Planning (CAPP) across academic curriculums*
- *Implement pre-requisite checking into BANNER/STAR*
- *Ensure that the Banner/STAR Student Information System is operating within current supported version by vendor*
- *Move housing application to on-line contract with room selection and preferences completed on-line*
- *Expand Mountie Bounty usage (i.e. parking payments, web based credit card payments, etc.)*
- *Implement fsaATLAS (software that enables an institution to store all of its international student/scholar information in a single database on one server, reducing points of accountability for mission-critical data)*
- *Begin the implementation of upgrading the BANNER/STAR Student Information System to System Version 7 with the goal of completion by July 2006*

- *Develop Student Affairs Technology Strategic Plan that is in alignment with OIT and that includes replacing aging technology, investing in new technology, and addressing the following:*
  - *Refreshing Student Affairs' PCs on a 4-year cycle*
  - *Refreshing Student Affairs' server and storage infrastructure on a 5-year cycle*
  - *Investing in new information systems which reduce operational expenses and/or enhance services*
  - *Adding wireless Internet connections to the residence halls*
  - *Increasing the Internet bandwidth for the residence halls as demand increases*
  - *Upgrading the network infrastructure in the residence halls to support increased bandwidth requirements*

### **C. Enhance Greek Culture**

Improve the Greek system to foster a culture and environment where students develop leadership skills; make alumni connections; engage in community service; network for job opportunities; and increase the overall connection with the University.

#### **Key Indicators**

- *Develop short term plan that includes realistic target goals for academic performance, community service, alcohol and substance abuse prevention efforts, recruitment, leadership opportunities, and alumni connections*
- *Develop a long term plan that addresses the creation of a Greek village*

### **D. Enhance Campus Culture by Maintaining a Positive Relationship with the Morgantown Community**

Since the campus is part of the local community, Student Affairs will encourage campus and community collaborations to maintain and improve Morgantown's unique quality of life.

#### **Key Indicators**

- *Support and expand programs that contribute to positive community living and community development (i.e. street ambassador program, Off-Campus Housing Fair)*

- *Continue to provide, enhance and create alternative programs to promote responsible behavior (i.e. FallFest, WVUp All Night, New Pit, Mountaineer Week, University 101)*
- *Continue publishing the Off-Campus Housing Guide*
- *Finalize and implement the new Student Code of Conduct*
- *Continue collaboration with local, county, and state officials to address substance abuse through the Advisory Council on Alcohol and other Drugs*

**E. Continue to enhance and develop innovative student support programs**

Student Affairs must continue to create programs that make the co-curricular experience at WVU progressive and dynamic. These programs will support our students' educational experiences by promoting learning outside of the classroom and by providing unique opportunities for experiential learning.

***Key Indicators***

- *Continue to support and enhance programs for first-year students such as the Resident Faculty Leader Program, University 101, and Adventure West Virginia*
- *Continue support for first generation and low income students through Student Support Services*
- *Enhance and develop programs in support of the growing number of students in need of psychological support and services*
- *Continue to enhance New Student Orientation programs to meet the needs of new students and their families*
- *Continue to support and enhance the Sophomore/Junior Year and Senior Year Experiences, through new programming such as a Faculty/SJE Dinner Series, service opportunities and Welcome Back events in Fall 2006*
- *Strengthen support services for specific populations such as minority and international students.*
  - *Reorganize the Center for Black Culture*

- *Hire minority psychologist*
- *Develop Nutrition and Wellness Taskforce goals and objectives by June 2006 to impact not only the University, but eventually the greater Morgantown community and the state*
- *Continue to explore opportunities to provide child care support for non-traditional students that are consistent with University fiscal requirements*

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### **GOAL 3: Utilize Assessment to Enhance Student Learning and Personal Development, and to Measure and Improve the Effectiveness of our Services to Students**

#### **Guiding Principle**

*In recognition of Student Affairs' dedication to student learning and development, as well as recommendations in the Higher Learning Commission's Reaccreditation Report, Student Affairs is committed to integrating assessment into our daily activities to measure the success of our programs.*

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#### **Objective:**

**In order to utilize assessment to enhance student learning and personal development, and to measure and improve the effectiveness of our services to students:**

#### **A. Fully utilize the newly created Assessment Council:**

The Assessment Council will help departments develop and implement their assessment plans through appropriate training and professional development opportunities.

#### **Key Indicators**

- *Develop unit assessment plans in conjunction with the Assessment Council*
- *Initiate a grant program within Student Affairs to fund assessment efforts*

**B. Use effective assessment tools:**

Student Affairs recognizes the need for departments to use assessment tools such as benchmarking and student satisfaction surveys. Assessment initiatives will allow us to assess learning results so that we can improve the quality of programs and reward units that produce desired student outcomes.

**Key Indicators**

- *Develop appropriate assessment tools to assess student learning and satisfaction with Student Affairs programs and services*
  - *Utilize assessment results to identify the most efficient and quality programs to support student success*
  - *Continue to partner with College of Human Resources and Education in assessment training and professional presentations and articles*
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**GOAL 4: Strengthen partnerships with academic colleges to expand the student learning environment and create additional innovative learning opportunities**

**Guiding Principles**

*The University setting offers the possibility to utilize an array of expertise to advance programs. Student Affairs will strengthen partnerships with academic college to create innovative programs for students that will support both the missions of the colleges and Student Affairs. This sharing of resources and more efficient use of facilities will offer students needed programs at a relatively low cost to the University.*

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**Objective:**

**In order to strengthen partnerships with Academic Colleges we must:**

**A. Expand and Develop Programs:**

Student Affairs will actively seek ways to expand and develop programs with academic colleges that effectively help to support and retain students.

**Key Indicators**

- *Expand Adventure West Virginia from serving 10% of first--year class to serving 35% of the first-year class by developing ropes course with Davis College of Agriculture, Forestry and Consumer Sciences*

- *Develop in partnership with Academic Colleges a varied number of Live and Learn communities in residence halls that would serve 35% of first-year students by 2008*
- *Enhance partnerships with Academic Colleges for the First-Year Experience Team*

**B. Create Internship Opportunities:**

Student Affairs will collaborate with academic units to provide additional opportunities for students to complete internships

**Key Indicators**

- *Collaborate with School of Physical Education to create internships for the Residence Hall Wellness Coordinator positions*
- *Create internships for students in the school of Physical Education by developing an officiating course for coaches, officials, and trainers which would be taught by campus recreation staff*
- *Continue to collaborate with Human Resources and Education to create internships within Student Affairs*

**C. Develop Courses for Academic Credit:**

Student Affairs will seek ways to convert workshops and seminars given by its professional staff into courses for academic credit offered through an academic department.

**Key Indicators**

- *Develop in partnership with Academic Affairs a four-credit course for student ambassador to assist with recruitment of future students*
- *Offer a one-credit course in relationships, stress management and other psycho-educational topics through the Carruth Center in partnership with Counseling and Psychology*
- *Explore the option of creating a one-credit course for New Student Orientation's student assistant training program*
- *Create formal connections between academic course offerings in the School of Physical Education and campus recreation programs in Student Affairs that will increase the instructional programming offered, provide*

*students more opportunity to gain academic credit, and increase the number of students engaged in recreational and intramural activities*

**D. Create Study Abroad Opportunities**

*Support the President's initiative to prepare students for a global economy by creating with the Office of International Program Study Abroad programs for first-year students in Spring and Summer; this is in accordance with NASULGC goal of increasing the number of students involved in Study Abroad.*

**Key Indicators**

- *Work with the Office of International Programs to further enhance and develop three first-year Spring semester study abroad programs*
- *Work with the Office of International Programs to develop a first-year Summer study abroad program to begin in 2007*