



UNIVERSITY *of*  
DENVER

STUDENT LIFE

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# STRATEGIC PLAN

## 2013-2015

Updated July 26, 2013

Assessment

Marketing/Branding & Communications

Inclusive Excellence

Student Growth & Development

Space/Facilities

## MISSION

*Student Life serves the public good by creating a dynamic environment that fosters student learning, inspires ethical and caring behavior, champions respect for difference, and cultivates self-awareness and wellness.*

## VALUES

### **FOSTERS STUDENT LEARNING**

*Student Life will actively encourage, support and honor learning in all programs and services.*

### **INSPIRES ETHICAL AND CARING BEHAVIOR**

*Student Life will care for students and model integrity and ethics in all behaviors and interactions.*

### **CHAMPIONS RESPECT FOR DIFFERENCE**

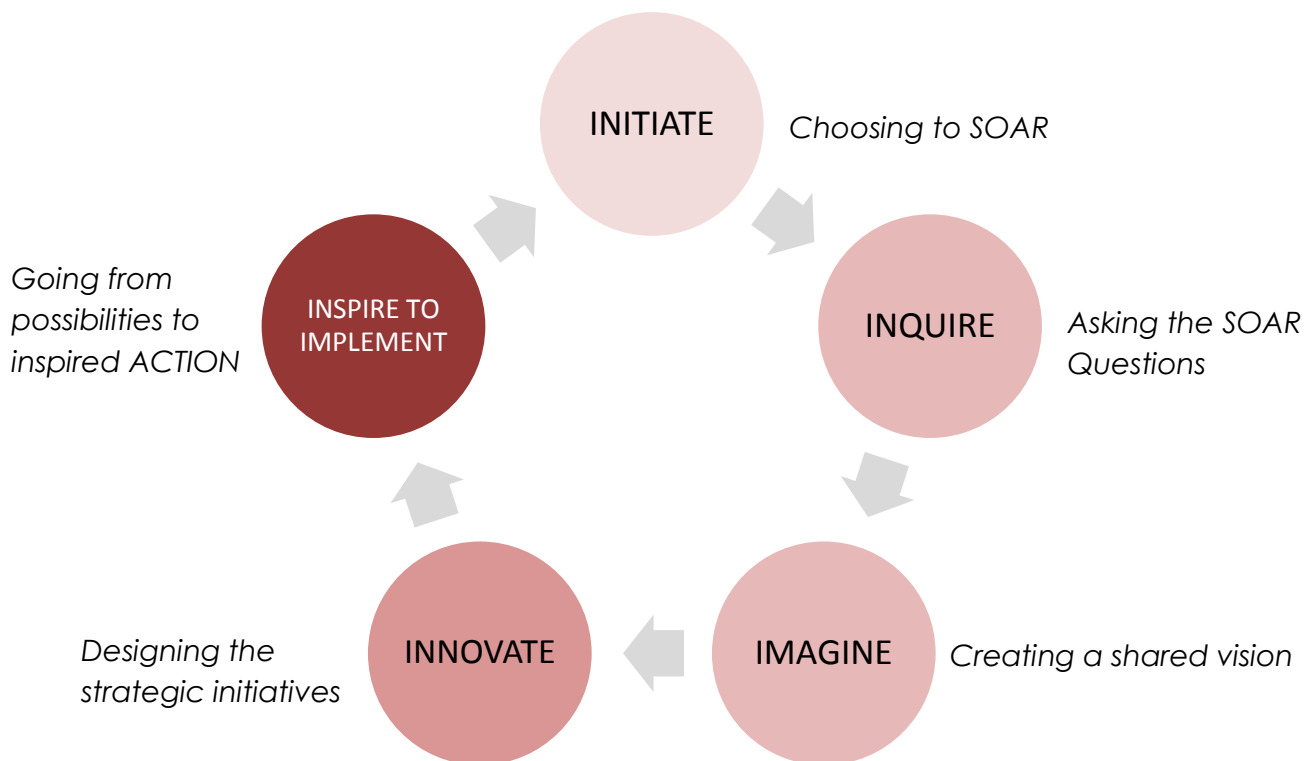
*Student Life will respect all people, cultures and difference while actively addressing climate, inequity and discrimination.*

### **CULTIVATES SELF AWARENESS AND WELLNESS**

*Student Life will educate and assist in the development and growth of self through mind, body and spirit.*

# STRATEGIC PLANNING PROCESS

The 2013-2015 Strategic Plan was created using an appreciative inquiry 5-I Approach:



Student Life participated in a process that centers on Strengths, Opportunities, Aspirations and Results (SOAR). At the annual Student Life retreat in early August 2012 we discussed:

**Strengths:** *What can we build on?*

**Opportunities:** *What are our stakeholders asking for?*

**Aspirations:** *What do we care deeply about?*

**Results:** *How do we know we are succeeding?*

*The 5-I Approach adapted from Stavros and Hinrich's The Thin Book of SOAR*

From this process we formed four SOAR Committees co-chaired by Senior Staff with committee representatives from each cluster.

<b>Student Learning &amp; Growth</b>	<b>Inclusive Excellence</b>	<b>Marketing, Communications &amp; Outreach</b>	<b>Facilities &amp; Space</b>
<p>Co-chairs:  <i>Mary Michael Hawkins</i>  <i>Jimmie Smith</i></p>	<p>Co-chairs  <i>Jacaranda Palmateer</i>  <i>Carrie Ponikvar</i></p>	<p>Co-chairs  <i>Elise Milnes Chester</i>  <i>Kristin Olson</i></p>	<p>Co-chairs  <i>Kent Lebsack</i>  <i>Chris Wera</i></p>
<p>Demi Brown            Christy Cerrone            Renee Colburn            Scott Cypers            Jill Duffy            Tawny Hiatt            Michael Johnson            Niki Latino            Jane Mall            Daniel Sena            Ben Siebrase            Kara Zwieg</p>	<p>Adam Brown            Francisco Chacon            Amy Divin            Kirsten Ging            Mandy Harris            Carl Johnson            Alan Kent            Kerry McCaig            Sharon McGregor Bond            Jackie Meyer            Sara Schaefer            Sue Worden</p>	<p>Helena Barrera            Demi Brown            Gary Brower            Amy Divin            Mary Duarte            Brenden Goetz            Jane Hood            Michael Johnson            Jeremiah Mashore            Jane Parks            Megan Pendley Pickett            Stacey Stevens</p>	<p>Julie Allina-Weissbach            Deb Bain            John Haag            Sue Hinkin            Joshua Newsome            John Nichols            Megan Pendley Pickett            Lisken Seader            Laura Stevens            Dave Thomas            Sarah Wilson</p>

# STRATEGIC INITIATIVES

The SOAR Committees met September through November 2012 and identified ideas to address staff generated opportunities identified in the SOAR process. Each committee submitted a report of recommendations to the Executive Team in early December 2012.

From these reports the Executive Team identified five Strategic Initiatives:

<b>ASSESSMENT</b>	<i>Through comprehensive assessment, Student Life will build and sustain a robust culture of data-based planning and decision-making.</i>
<b>MARKETING BRANDING &amp; COMMUNICATIONS</b>	<i>Student Life will develop a comprehensive marketing and communications strategy to promote and educate students, faculty and staff about Student Life services, resources and programs.</i>
<b>INCLUSIVE EXCELLENCE</b>	<i>Student Life will respect all people, cultures and difference while actively addressing inequity and discrimination.</i>
<b>STUDENT GROWTH &amp; DEVELOPMENT</b>	<i>Student Life will educate and assist in the development and growth of self through mind, body and spirit.</i>
<b>SPACE/FACILITIES</b>	<i>Student Life will create processes for making the best use of current space &amp; facilities while also engage in appropriate planning for future needs.</i>

Along with these 5 major initiatives, 13 GOALS were established with approximately 35 SMART ACTIONS to satisfy the GOALS. [See page 10 for plan timeline and progress.](#)

## INITIATIVE #1 - ASSESSMENT

*Through comprehensive assessment, Student Life will build and sustain a robust culture of data-based planning and decision-making.*

### **1.1 GOAL: Create learning/program outcomes and assessment cycle for each department**

**1.1.1 ACTION:** The Assessment Committee will create an opportunity for staff members to come together to write learning/program outcomes for their respective departments, using established professional standards and best practices. Departments will submit their learning outcomes in their 2013 Assessment Report along with a plan to assess each outcome (due June 1, 2013). Reporter: Demi Brown

### **1.2 GOAL: Create a Student Life Climate Survey**

**1.2.1 ACTION:** The Assessment Committee will partner with the Student Life Inclusion Team to review the recently completed Campus Climate Survey and determine what information would be beneficial to assess from a Student Life perspective. A Student Life Climate Survey will be developed by September 2013. Reporter: Demi Brown

### **1.3 GOAL: Create a Campus Survey for Student Life**

**1.3.1 ACTION:** The Assessment Committee will determine what data is needed to better understand the student co-curricular experience by examining the data currently collected and working with stakeholders. The Assessment Committee will determine whether Student Life will create a survey or contract an established assessment tool. A Campus Survey for Student Life will be implemented during the 2013-2014 academic year. Reporter: Demi Brown

## INITIATIVE #2 – MARKETING/BRANDING & COMMUNICATIONS

*Student Life will develop a comprehensive marketing and communications strategy to promote and educate students, faculty and staff about Student Life services, resources and programs.*

### **2.1 GOAL: Explore and create a comprehensive SL Branding Plan**

- 2.1.1 ACTION:** The Marketing/Branding Committee will research the value of a centralized “branding strategy” to incorporate a consistent message, look and feel into all marketing and communication materials by Spring 2014. Reporter: Elise Milnes Chester
- 2.1.2 ACTION:** The Marketing/Branding Committee will create a divisional digital & web plan that aligns closely with MarComm’s digital strategies in order to redesign/update all Student Life websites by Winter 2014. Reporter: Elise Milnes Chester
- 2.1.3 ACTION:** The Marketing/Branding Committee will create an annual summit beginning in 2014 for faculty/staff & students as an opportunity to showcase Student Life and provide opportunities for staff to connect with the DU community and offer training opportunities. The summit will also partner with the Assessment committee to include a student “Town-Hall” component. Reporter: Elise Milnes Chester
- 2.1.4 ACTION:** The Marketing/Branding Committee will develop a yearly PR plan with articles and content to share with the DU community in order to “tell our story” and showcase programs/services, including sharing inclusive excellence successes. The first plan will be drafted during fall of 2013. Reporter: Elise Milnes Chester
- 2.1.5 ACTION:** The Communications Manager with input from the Marketing/Branding Committee will create and distribute a press kit annually for faculty and staff to include promotional materials, the annual report and other appropriate information. This will begin Fall 2014. Reporter: Elise Milnes Chester

### **2.2 GOAL: Explore establishing a Central Activities Calendar**

- 2.2. ACTION:** Create a Calendar taskforce to work with UTS, MarComm and USG during winter and spring quarters of 2013 to assess the capabilities of the 25Live software system being implemented on campus to see if it has a suitable calendar option. Reporter: Megan Pendley Pickett

### **2.3 GOAL: Explore the need for a Student Life Intranet**

- 2.3.1 ACTION:** Create an Intranet taskforce to work closely with UTS on intranet options for the division. Recommendations due by July 1, 2013. Reporter: Chris Wera

### **2.4 GOAL: Create appropriate Student Life Signage**

- 2.4.1 ACTION:** The Marketing/Branding Committee will create a centralized signage plan in order to create a consistent look and feel. The plan will include recommendations for signage design, locations, and vendors as well as projected costs. This will begin Fall 2014. Reporter: Elise Milnes Chester

### **2.5 GOAL: Create a Student Life Event Planning and Promotion Guide**

- 2.5.1 ACTION:** The Marketing/Branding Committee will create and distribute a comprehensive event planning and promotion guide which will identify best practices; provide information on planning, marketing and implementing events. The guide will be completed by Spring 2014. Reporter: Elise Milnes Chester

## INITIATIVE #3 - INCLUSIVE EXCELLENCE

*Student Life will respect all people, cultures and difference while actively addressing inequity and discrimination.*

- 3.1 GOAL: Create opportunities and programs that build Cultural competence**
  - 3.1.1 ACTION:** The Executive Team will implement presentations 4 times a year related to cultural competence in Community Life meetings and Student Life retreats. Reporter: Patti Helton
  - 3.1.2 ACTION:** The Executive Team will provide opportunities for individual self-reflection/self-evaluation during cluster or department meetings at least once a quarter. Reporter: Patti Helton
  - 3.1.3 ACTION:** The Executive Team will incorporate the NASPA/ACPA professional competencies on Equity, Diversity, and Inclusion in trainings and professional development for students and staff by fall 2013. Reporter: Patti Helton
  - 3.1.4 ACTION:** Student Life clusters will establish learning outcomes related to Inclusive Excellence and include in their Assessment plans by July 2013. Reporters: Executive Directors
  
- 3.2 GOAL: Create Departmental Initiative Plans to address Inclusive Excellence**
  - 3.2.1 ACTION:** Senior Staff will use the Inclusive Excellence framework to review all departmental policies and procedures, including plans for defraying the cost of fee-based student programs and events in an effort to increase student access and a sense of belonging (by June 1, 2013). Reporters: Senior Staff
  - 3.2.2 ACTION:** Senior Staff will work with each Cluster/Department to develop a comprehensive Inclusive Excellence Departmental Initiative Plan (DIP) for implementation by January 1, 2014. Reporters: Senior Staff
  - 3.2.3 ACTION:** Executive Directors and Directors will quarterly evaluate during 2014-2016 the DIPs created to measure progress with the goal of moving from Stage 3 to 4 (The Compliance Organization to the Affirming Organization- [www.sjti.org](http://www.sjti.org)). Reporters: Eteam
  - 3.2.4 ACTION:** Clusters will present DIPs at a Community Life Meeting during 2014-2015. Reporters: Eteam
  
- 3.3 GOAL: Increase Inclusive Excellence/ Diversity Recruitment and Hiring**
  - 3.3.1 ACTION:** Student Life will create a division wide task force to review current I.E. recruitment and hiring practices and make recommendations to increase compositional diversity in both applicants and hiring. Recommendations are due September 1, 2013 and implementation January 1, 2014. Reporter: Patti Helton
  
- 3.4 GOAL: Create a Student Life Universal Design Training**
  - 3.4.1 ACTION:** The Director of the Learning Effectiveness Program will train Student Life staff on Universal Design including how to implement the components in meetings, programs and services, and written materials during the December 2013 Student Life Professional Development day. Reporter: Niki Latino
  - 3.4.2 ACTION:** Executive Directors and Directors will implement the components of universal design in their areas during 2013-2014 to be completed June 1, 2014. Reporters: Eteam
  - 3.4.3 ACTION:** Executive Directors and Directors will evaluate universal design on an annual basis to demonstrate progress in their clusters/departments from 2014-2015. Reporters: Eteam



- 3.5 GOAL: Review Student Life “owned” physical spaces to assess barriers to inclusivity.**
- 3.5.1 ACTION:** Develop a plan to augment environments based on equal access, transparency, and a sense of community. The initial review will be performed by the Space and Facilities Committee by the end of Fall Quarter 2013. This would be done initially on a global Student Life scope to develop a baseline of needs and priorities, then as needed, when renovations or remodels are being considered. Student, Staff and Faculty input would be solicited, and depending on the scope, surveys and focus groups could be used to achieve the appropriate level of feedback. Reporter: Chris Wera
- 3.5.4 ACTION:** It would be the responsibility of the respective Cluster leader on the Space and Facilities Committee to perform any future needs analysis when contemplating modest to larger scale renovations to both common areas and student spaces (as needed). Reporter: Chris Wera

## INITIATIVE #4 - STUDENT GROWTH & DEVELOPMENT

*Student Life will educate and assist in the development and growth of self through mind, body and spirit.*

### **4.1 GOAL: Develop methods for student input/feedback on various Student Life services**

**4.1.1 ACTION:** During each September, the Executive Director of Campus Life will assign student government leaders to be liaisons with Clusters/Departments. Those student leaders are responsible for contacting each Executive Director by October 1, 2013. The ED is responsible for creating a role for the liaison in their specific area. For example: Academic Affairs Chair will work with Academic Resources; Diversity Chair will work with the Student Life Inclusion Team; Academic College Senators will work with College Liaisons in AADO. Reporter: Carl Johnson

**4.1.2 ACTION:** Student Life will create a task force by March 1, 2013, to develop a training program to ensure that all student leaders and student workers are trained in the mission and vision of Student Life as well as the principles of Inclusive Excellence. This training program is to be implemented by September 1, 2013 and conducted by each cluster. Reporter: Eteam

**4.1.3 ACTION:** During fall and spring quarters each year student leaders and workers, (with input from the E-team and Assessment committee) will be responsible for planning and hosting a student "Town-Hall" type meeting to elicit input from the student body. The spring meeting will be a part of the annual Summit organized by the Marketing /Branding committee. A plan will be created in summer 2013. Reporter: Demi Brown & Carl Johnson

### **4.2 GOAL: Create a process to address complex and/or multiple Student Behavior Issues**

**4.2.1 ACTION:** Director of Student Outreach and Support and the Director of Graduate Student Services will present a proposal to the E-team for establishing a collaborative team approach for addressing serious student behavioral issues. The team mission, membership, and training will be established by the end of spring, 2013. Team policies and procedures will be developed during the summer of 2013 with a GOAL of having a fully operational team by fall, 2013. Reporter: Michael Johnson

## INITIATIVE #5 - SPACE & FACILITIES

*Student Life will create processes for making the best use of current space & facilities while also engage in appropriate planning for future needs.*

### **5.1 GOAL: Create an efficient Conference Room Utilization process**

- 5.1.1 ACTION:** The Space Committee will inventory and list all conference venues within Student Life Facilities including AV capabilities and maximum occupancy. Physical barriers to occupancy will also be identified by April 15, 2013. Reporter: Kent Lebsack
- 5.1.2 ACTION:** The Space Committee will identify the administrator for each space (name, title, phone and email contacts) by April 15, 2013. Reporter: Kent Lebsack
- 5.1.3 ACTION:** The Space Committee will meet with administrators to plan an electronic room reservation system with assistance as needed from UTS. Review plans with Student Life stakeholders by July 1, 2013. Reporter: Kent Lebsack
- 5.1.4 ACTION:** The Space Committee Student Life will implement an electronic room reservation system by July 1, 2015. Reporter: Kent Lebsack

### **5.2 GOAL: Create a comprehensive Space Inventory process**

- 5.2.1 ACTION:** The Space Committee will create a Student Life Space Inventory - completed November 2012. Reporter: Kent Lebsack
- 5.2.2 ACTION:** Student Life Executive Assistant will update inventory for personnel and use changes two times per year from 2013-2015. Reporter: Amy Divin

# TIMELINE

Initiative	Goal	Action	Progress												Reporter
			2013				2014				2015				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
# 1 Assessment	1.1	1.1.1			X										Demi Brown
	1.2	1.2.1				X									Demi Brown
	1.3	1.3.1						X							Demi Brown
#2 Marketing, Branding & Communications	2.1	2.1.1						X							Elise Milnes Chester
		2.1.2					X								Elise Milnes Chester
		2.1.3							X						Elise Milnes Chester
		2.1.4				X				X					Elise Milnes Chester
		2.1.5								X					Elise Milnes Chester
	2.2	2.2.1			X										Megan Pendley Pickett
	2.3	2.3.1			X										Chris Wera
	2.4	2.4.1								X					Elise Milnes Chester
2.5	2.5.1						X							Elise Milnes Chester	
#3 Inclusive Excellence	3.1	3.1.1	X	X	X	X	X	X	X	X	X	X	X	X	Patti Helton
		3.1.2	X	X	X	X	X	X	X	X	X	X	X	X	Patti Helton
		3.1.3				X									Patti Helton
		3.1.4			X										Executive Directors
	3.2	3.2.1			X										Senior Staff
		3.2.2					X								Senior Staff
		3.2.3					X	X	X	X	X	X	X	X	Eteam
		3.2.4							X				X		Eteam
	3.3	3.3.1				X									Patti Helton
		3.4.1				X									Niki Latino
	3.4	3.4.2							X						Eteam
		3.4.3							X				X		Eteam
		3.5.1				X									Chris Wera
3.5	3.5.2													Chris Wera	
	4.1	4.1.1				X									Carl Johnson
4.1.2					X									Eteam	
4.1.3				X										Demi Brown	
4.2	4.2.1		X											Michael Johnson	
#5 Space/Facilities	5.1	5.1.1		X											Kent Lebsack
		5.1.2		X											Kent Lebsack
		5.1.3			X										Kent Lebsack
		5.1.4										X			Kent Lebsack
	5.2	5.2.1													Kent Lebsack
		5.2.2		X		X		X		X		X		X	Amy Divin

KEY:  In Progress X Deadline  Completed