



A STRATEGIC PLAN FOR **STUDENT ENGAGEMENT AND WELL-BEING**



STUDENT AFFAIRS

2017–2022

STRATEGIC PARTNERS FOR STUDENT SUCCESS

Cal Poly Student Affairs is committed to helping all students thrive throughout their Cal Poly experience, graduate, reach their goals and continue the connection with our university. Student success is our mission.

Student Affairs embraces the mission of the university by creating conditions that facilitate student success. This is accomplished by providing programs, experiences and services that support the learning and development of college students. As educators, Student Affairs professionals create inclusive opportunities for students to learn and grow outside the classroom. These intentional experiences are designed and developed based on established theories developed through scholarly research and assessment.

Every member of the Student Affairs team has a role in supporting a safe, caring and stimulating environment for students to learn, grow and be well. Our services and programs are built on this foundation, and we are dedicated to continuous improvement, discovery and innovation to meet the diverse needs of our students.





This Student Affairs Strategic Plan articulates our vision and serves as our roadmap in driving priorities that serve students and promote the guiding principles of Cal Poly:

- ▶ LEARN BY DOING
- ▶ STUDENT SUCCESS
- ▶ EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT
- ▶ COMPREHENSIVE POLYTECHNIC UNIVERSITY

Our plan aligns with the university strategic plan and supports President Jeffrey D. Armstrong's strategic vision and goals for Cal Poly:

- Nurture the campus community
- Foster inclusion and diversity
- Enhance student success
- Enhance faculty and staff success
- Develop financial sustainability
- Address capital improvement and deferred maintenance

Together we will take the necessary steps to promote engagement and well-being for all students, and in doing so, shape the Cal Poly campus for the future.

In community,

The Cal Poly Student Affairs Team



VISION

TO INSPIRE ALL STUDENTS TO
EMBRACE THEIR UNLIMITED
POSSIBILITIES

MISSION

STUDENT AFFAIRS PROMOTES STUDENT SUCCESS

throughout the Cal Poly experience by providing Learn by Doing opportunities, delivering innovative student-centered programs, supporting personal growth, encouraging lifelong connections and empowering all Mustangs within a safe, inclusive and supportive environment.

VALUES

► **CHAMPION STUDENTS AND ALUMNI**

We provide comprehensive support, guidance and advocacy to create the environment for all students and alumni to reach their full potential.

► **CREATE VISIONARY PROGRAMS AND SERVICES**

We are leaders in delivering innovative and extraordinary co-curricular learning experiences that directly impact student recruitment, retention and graduation.

► **SUSTAIN MEANINGFUL PARTNERSHIPS AND COLLABORATION**

We partner throughout the campus and local community, building strong relationships through active communication to foster an inclusive environment for student success.

► **CULTIVATE CONTINUOUS LEARNING**

We match the quality of Cal Poly's in-class experiences with out-of-class opportunities that enhance Learn by Doing.

► **PROMOTE ETHICS, INTEGRITY AND RESPECT**

We value and celebrate all students, staff, faculty, parents and our extended community with a commitment to employ honesty and ethical decision-making practices in all that we do.

CAL POLY STUDENT AFFAIRS IS:

Alumni Relations	Cross Cultural Centers
ASI Student Government	Dean of Students
Cal Poly Athletics	Disability Resource Center
Cal Poly Recreation Center	Fraternity and Sorority Life
Campus Health and Wellbeing	New Student and Transition Programs
Career Services	Parent and Family Programs
Center for Service in Action	SAFER
Center for Leadership	Student Academic Services
Clubs and Club Sports	University Housing
Commencement	University Union

OUR COLLABORATIVE PROCESS

The 18-month process to create this strategic plan was inclusive, consultative and collaborative, with input from students, staff, faculty, parents, alumni and our extended community. Student development theory, information

gathering, National Survey of Student Engagement (N.S.S.E.) data, campus climate surveys, data analysis, national best practices and benchmarking, research and university strategic alignment remain at the forefront of our intentional planning practice.

Sustaining meaningful partnerships and collaborations is one of the core values that guides our daily work. In honoring that commitment, we intentionally sought as much input as possible during the development of this plan.



WE ASKED:

HOW CAN WE DO THIS BETTER THAN ANYONE ELSE?

STUDENTS

ASI and Inter-Housing Council student leaders shared student feedback and offered insights

1,200+
CAL POLY VOICES

Provided feedback on this plan

130

FACULTY

Members helped shape our goals

85

Students, faculty and staff joined together to define plan priorities through

ENGAGEMENT CIRCLES

PARENTS

Shared ideas through the Parent Advisory Council

**PRESIDENT'S
CABINET**

Reviewed and supported our goals

450

Student Affairs staff contributed to this plan

ALUMNI

Let us know their ongoing needs

COMMUNITY PARTNERS

Student Affairs Advisory Council members provided insights

A student with a backpack is walking across a metal bridge or walkway. Below the bridge is a baseball field with a large letter 'P' painted on the grass. The background shows a clear sky and some trees.

2017–2022 STUDENT AFFAIRS STRATEGIC PLAN

This strategic plan presents a dedicated vision for the future of Student Affairs at Cal Poly and deliverables that will help us continue to provide unlimited possibilities for all students.

As a tool for action and decision-making over the next five years, this plan will guide our leaders, empower our students, and promote continuous collaboration throughout the entire Cal Poly community.

The foundation of our strategic plan rests on four broad division-wide goals that support the mission and guiding principles of Cal Poly and align with the strategic priorities for the university.



OUR BIG FOUR GOALS

1

**ENGAGE AND INCLUDE EVERY STUDENT
IN THE CAL POLY EXPERIENCE**

2

PROMOTE STUDENT SUCCESS

3

**COMMIT TO CONTINUOUS IMPROVEMENT
AND INNOVATIVE CHANGE**

4

**ENGAGE PARTNERS TO
ENSURE FUTURE SUCCESS**

OUR ONGOING COMMITMENT

In our plan, we have detailed targeted imperatives that support our four division-wide goals and identified specific initiatives to move us forward in reaching these goals.

1

ENGAGE AND INCLUDE EVERY STUDENT IN THE CAL POLY EXPERIENCE

Nurture an inclusive campus community that stimulates learning across identities and affinities and creates a shared sense of connection, belonging and social responsibility.



GOAL IMPERATIVES

What we are going to do:

- ▶ Implement solutions to enhance a 24/7 residential campus community that promotes academic success
- ▶ Engage all students through Learn by Doing experiences outside the classroom
- ▶ Create more welcoming and inclusive co-curricular programs and services
- ▶ Bolster school spirit for students, alumni and the community

How we are going to do it:

► **Implement solutions to enhance a 24/7 residential campus community that promotes academic success**

- Expand Student Affairs' footprint, staffing and collaboration with campus partners to support student programming and service delivery that ensures campus is the focus of the student's Cal Poly experience.
- Design and renovate residential facilities that enhance the delivery of high-quality programs and services integral to students' academic success and personal development.
- Partner with Academic Affairs to design faculty-student interaction programs within Student Affairs that support academic success outside the classroom.

► **Engage all students through Learn by Doing experiences outside the classroom**

- Centralize university-wide community service management within the Center for Service in Action.
- Improve the delivery of personal development services to our student-athletes.
- Collaborate with Academic Affairs to formalize academic-credit student internships within Student Affairs.
- Enhance professional development training opportunities in Student Affairs for students to expand transferable employment skills.

► **Create more welcoming and inclusive co-curricular programs and services**

- Collaborate with chief diversity officer and other campus partners to create a comprehensive diversity and inclusion training plan for faculty and staff.
- Develop new programs and increase engagement for parents and supporters of first-generation students.
- Create identity-based, pre-WOW groups to foster a sense of belonging and connection for underrepresented students.
- Expand Cross Cultural Centers spaces, programs, and services to increase a sense of belonging for all students at Cal Poly.
- Create a center that supports the religious and spiritual identities of students and provides programs and services for students to explore values, engage in dialogue and learn about opportunities for interfaith collaboration.
- Expand gender-inclusive policies and infrastructure throughout campus.

► **Bolster school spirit for students, alumni and the community**

- Collaborate with university partners to build consistent knowledge, skills and best practices that promote a spirited Cal Poly brand throughout the university.
- Build a culture of school pride through more active engagement of Cal Poly history and heritage.
- Secure additional resources to expand recognized student clubs and organizations.
- Create large group experiences throughout the student's lifecycle to continue student engagement, school spirit and a sense of belonging after their first year.
- Develop and implement new programs for students throughout their senior year that support future success and build strong connections with Cal Poly.
- Promote Mustang spirit among alumni, parents and supporters with expanded programs, events and online engagement opportunities.



2

PROMOTE STUDENT SUCCESS

Advance programs and services that promote behaviors, attitudes and environments that contribute to lifelong success and a culture of well-being.



GOAL IMPERATIVES

What we are going to do:

- ▶ Implement high-impact practices that improve student retention and graduation
- ▶ Lead the commitment for campus well-being
- ▶ Strengthen a lifelong alumni connection to Cal Poly
- ▶ Create global citizens through co-curricular programs
- ▶ Nurture an environment that attracts and retains a diverse workforce

How we are going to do it:

► **Implement high-impact practices that improve student retention and graduation**

- Develop and implement an early alert and intervention strategy with Academic Affairs to encourage continued student engagement.
- Create comprehensive first- and second-year programs to enhance academic success, engagement and belonging.
- Expand tutoring, advising and supplemental instruction in partnership with Academic Affairs.
- Further develop learning communities for first-year, continuing and graduate students.
- Create additional avenues of academic, personal and financial support for first-generation, low-income, transfer and foster youth.

► **Lead the commitment for campus well-being**

- Partner with Administration and Finance to design campus environments, procedures and policies that support health and well-being for our Cal Poly community.
- Develop and implement evidence-based education and programs to promote healthy behaviors for students, faculty and staff.
- Lead Cal Poly to become a model campus for students' basic needs security, including access to healthy food and stable housing.
- Innovate university-wide prevention programs, practices and services for substance use, violence and suicide.

► **Strengthen a lifelong alumni connection to Cal Poly**

- Expand mentorship opportunities for alumni to engage with current students.
- Collaborate with university partners to establish traditions of on-campus experiences that welcome alumni and friends back to Cal Poly.
- Create structure to connect alumni with current Cal Poly clubs, organizations and affinity groups on campus.

► **Create global citizens through co-curricular programs**

- Expand Alternative Break opportunities worldwide and facilitate access to all students.
- Develop and implement a Global Citizen Leadership series that prepares students for the challenges and needs of society, including globalization, interdependence and multiculturalism.
- Ensure all leadership training programs cultivate an appreciation of cultural and human differences and increase awareness and knowledge of a leader's personal and professional roles in contributing to positive social change.
- Collaborate with university international studies programs to expand meaningful interaction between international and domestic students.

► **Nurture an environment that attracts and retains a diverse workforce**

- Nurture and enhance a robust and consistent onboarding program to welcome new Student Affairs staff and provide a foundation for success.
- Design and implement recruitment strategies to create a talent pipeline that produces increased numbers of qualified and diverse candidates.
- Expand professional development opportunities to motivate staff and build capabilities around diversity, inclusion and social justice.
- Collaborate with Human Resources to expand outreach and employment opportunities that attract and retain diverse faculty and staff.

A LEARN BY DOING PRODUCTION

The 2017-2022 Strategic Plan is a Learn by Doing student production! Class of 2017 graphic communication graduate Morgan Grace Gutierrez worked with the Student Affairs marketing team to design this booklet during her senior year.

3

COMMIT TO CONTINUOUS IMPROVEMENT AND INNOVATIVE CHANGE

Commit to continuous improvement, innovative change and emerging technologies that enable our delivery of best-in-class services to all students, alumni, parents, faculty, staff and the community.



GOAL IMPERATIVES

What we are going to do:

- ▶ Partner with university Information Technology Services to utilize technology to improve our service delivery, outreach and efficiencies
- ▶ Research and execute division-wide reviews to ensure each department meets or exceeds national standards
- ▶ Implement innovative technology solutions that support student success

How we are going to do it:

► **Partner with university Information Technology Services to utilize technology to improve our service delivery and efficiencies**

- Develop integrated technology solutions for tracking constituent engagement in programs, services and events to measure service utilization, promote operational effectiveness, and drive continuous improvement.
- Create technology lifecycle plans that support operational goals of each Student Affairs area in order to improve planning, documentation and accountability.
- Execute technology solutions to promote and improve division-wide collaboration, efficiencies and information sharing.
- Support technologies that automate our marketing and communication efforts in partnership with University Marketing to streamline communications delivery, increase personalized digital engagement, and improve impact to, and giving from, all constituent groups.

► **Research and execute division-wide reviews to ensure each department meets or exceeds national standards**

- Implement a division-wide program review, by department, based on standards established by the Council for the Advancement of Standards.
- Utilize the American College Personnel Association/National Association of Student Personnel Administrators professional competencies in programming/services to promote student and staff growth from foundational to advanced proficiency levels.
- Assess Student Affairs' business operations alongside national benchmarks and business fundamentals to optimize resources.

► **Implement innovative technology solutions that support student success**

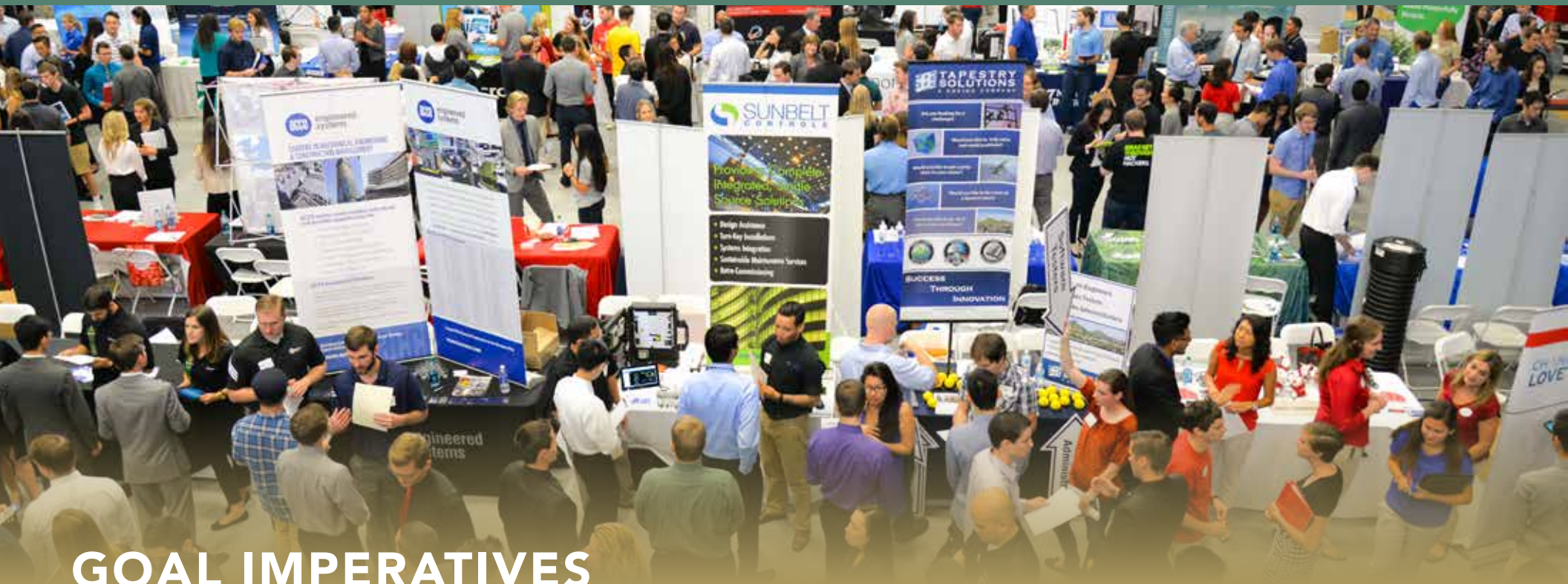
- Implement business intelligence tools that analyze data to measure learning outcomes, drive data-informed decision-making, and define the impact of Student Affairs on student success.
- Utilize technology to expand delivery of programs and services that meet students' mobile service needs.
- Design engaging digital experiences for alumni to connect with one another and the campus community.



4

ENGAGE PARTNERS TO ENSURE FUTURE SUCCESS

Collectively contribute to responsible resource stewardship and the pursuit of new funding possibilities in order to increase access to programs and services that positively impact student success.



GOAL IMPERATIVES

What we are going to do:

- Build a culture of philanthropy among all constituent groups
- Increase alumni engagement and services
- Expand corporate partnerships for campus-wide success
- Generate new revenue streams

How we are going to do it:

► **Build a culture of philanthropy among all constituent groups**

- Partner with University Development to expand parent, alumni and supporter philanthropic support.
- Develop and support plans to nurture student philanthropic values and giving throughout the Cal Poly experience.
- Design opportunities and affinity program engagement to encourage philanthropy with Cal Poly staff and faculty.

► **Increase alumni engagement and services**

- Invest in programs and services that engage alumni in the life of the university.
- Expand the network of alumni chapters to increase alumni participation.
- Increase the percentage of alumni donors and the total amount of alumni giving.

► **Expand corporate partnerships for campus-wide success**

- Develop a Cal Poly Career Advisory Board with key corporate leaders to drive deeper employer engagement opportunities on campus.
- Expand corporate sponsorship of Student Affairs programs and centers, facilities underwriting and innovative program offerings to build strategic relationships with employers.

► **Generate new revenue streams**

- Investigate and implement nation-wide best practices for generating new revenue streams in a university setting.
- Initiate public-private partnerships that support strategic division-wide resource needs.
- Implement cross-departmental task forces to apply for grants.



*Inspiring all students to
embrace their*

UNLIMITED POSSIBILITIES





WORKING OUR 2017-2022 STRATEGIC PLAN

In order for this strategic plan to be successful, an implementation framework will be built into each Student Affairs department budget and planning process. Each senior leader in Student Affairs will ensure the plan is executed successfully and engage representative committee teams to work the plan collaboratively. Team members will define what success looks like for each initiative, develop metrics, identify timelines, explore potential barriers and roadblocks, and detail resources and partnerships needed to implement recommendations.

Periodic reports to measure progress will be reviewed by senior leaders and communicated with our campus community through the Student Affairs website: www.studentaffairs.calpoly.edu.

We will review this plan each year in conjunction with our needs assessment and budget recommendation process to make any necessary adjustments. We will ensure consistent alignment with the university's strategic plan and the President's Vision 2022. Our external Student Affairs Advisory Council will also continue to help us address future needs and shape action plans moving forward. To read more about our Advisory Council, please visit: www.studentaffairs.calpoly.edu/student-affairs-advisory-council.

Our success will rely heavily on strong relationships and active engagement with all students, parents, family, faculty, staff, alumni, community and corporate partners. We will continue to collaborate and design opportunities for these partnerships to grow as we continue to support the diverse needs of our students.

Thank you for joining us in this mission,

Vice President Keith Humphrey and the Student Affairs Team

CAL POLY
Student Affairs

THE
LIMIT
DOES NOT
EXIST

Inspiring all students to embrace their

UNLIMITED POSSIBILITIES

STUDENTAFFAIRS.CALPOLY.EDU