



UNLIMITED POSSIBILITIES

CAL POLY
Student Affairs

A STRATEGIC PLAN FOR
STUDENT AFFAIRS 2014-2017

STRATEGIC PARTNERS IN STUDENT AFFAIRS

Cal Poly Student Affairs has a long tradition of community engagement to help all students thrive throughout their Cal Poly experience. We are partners together with you, and student success is at the heart of our mission.

Every member of the Student Affairs community has a role in supporting a safe, caring and stimulating environment for students to learn, grow and be well. Our Student Affairs 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.



UNLIMITED POSSIBILITIES

This Student Affairs Strategic Plan articulates our vision and serves as a tool to guide us in driving priorities that serve students and promote the guiding principles for Cal Poly:

LEARN BY DOING

STUDENT SUCCESS

EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT

COMPREHENSIVE POLYTECHNIC UNIVERSITY

Our plan supports President Armstrong's strategic vision for Cal Poly:

- Create a vibrant residential campus that connects academic and social lives and serves as a core of the Cal Poly experience
- Enhance student success
- Increase support for teacher-scholar model
- Create a rich culture of diversity and inclusivity that supports and celebrates the similarities and differences of every individual, on and off campus
- Secure the financial future of the university
- Develop a greater culture of transparency, collaboration and accountability with students, faculty, staff, alumni, supporters and our community

Thank you for joining us in this mission.



Keith B. Humphrey, Ph.D.

Vice President for Student Affairs

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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, encouraging personal growth, and empowering our students within a safe, healthy, inclusive and supportive environment.



CORE VALUES

CHAMPION THE STUDENT

We provide comprehensive support, guidance and advocacy to create the environment for all students 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

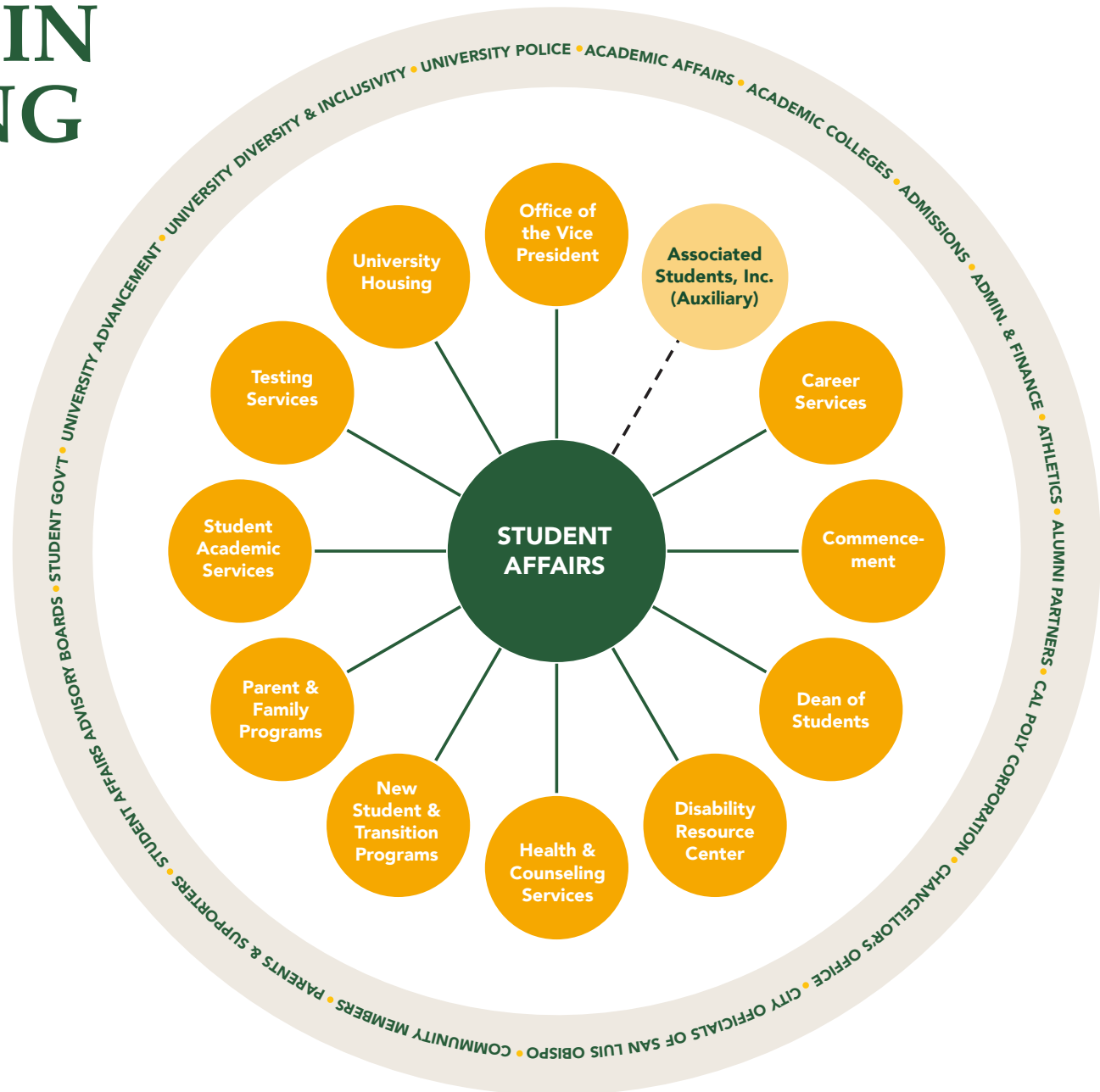
We match the quality of Cal Poly's in-class experiences with out-of-class experiences that enhance Learn by Doing.

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.

PARTNERS IN PROMOTING STUDENT SUCCESS

We are committed to working with you to inspire all students to embrace their unlimited possibilities. From orientation to commencement, Student Affairs provides valued programs and services that support student success.



Student Affairs Departments and Programs

OFFICE OF THE VICE PRESIDENT

805-756-1521

- Divisional Leadership & Budget Management
- Strategic Planning
- Assessment & Research
- Marketing & Communications
- Advancement
- Chancellor's Office & CSU System Relations
- Campus Dining Programming

ASSOCIATED STUDENTS, INC.

A Student-Managed Auxiliary of Student Affairs
805-756-1281

- Student Government
- University Union
- Recreation Center

CAREER SERVICES

805-756-2501

- Career Fairs
- Career Planning & Development
- Job Resources

COMMENCEMENT

805-756-1580

- University Commencement
- College/Department Commencement Ceremonies Support

DEAN OF STUDENTS

805-756-0327

- Center for Leadership & Service
 - Center for Community Engagement
 - Center for Leadership and Service
 - Fraternity & Sorority Life
- Clubs & Club Sports
- Cross Cultural Centers
- Off-Campus Student Success
- Safer (sexual assault prevention)
- Student Rights & Responsibilities

DISABILITY RESOURCE CENTER

805-756-1395

- Direct Services & Accommodations
- Advocacy & Support Services
- Universally Designed Learning

HEALTH & COUNSELING SERVICES

805-756-1211

- Health Services
- Counseling Services
- Health Education
- Campus Well-being

NEW STUDENT & TRANSITION

PROGRAMS

805-756-2233

- Open House
- WOW
- Soar
- Poly Live

PARENT & FAMILY PROGRAMS

805-756-6700

- Parent & Family Weekend
- Parent & Family Engagement & Involvement

STUDENT ACADEMIC SERVICES

805-756-2301

- Academic Skills Center
- Connections for Academic Success
- Educational Opportunity Program
- Pre-collegiate Programs
 - Upward Bound
 - Educational Talent Search
- Student Support Services

TESTING SERVICES

805-756-1551

- Standardized Exam Administration

UNIVERSITY HOUSING

805-756-1226

- On Campus Housing Administration
- Residential Life & Education
- Conference & Event Planning

HOW WE GOT HERE

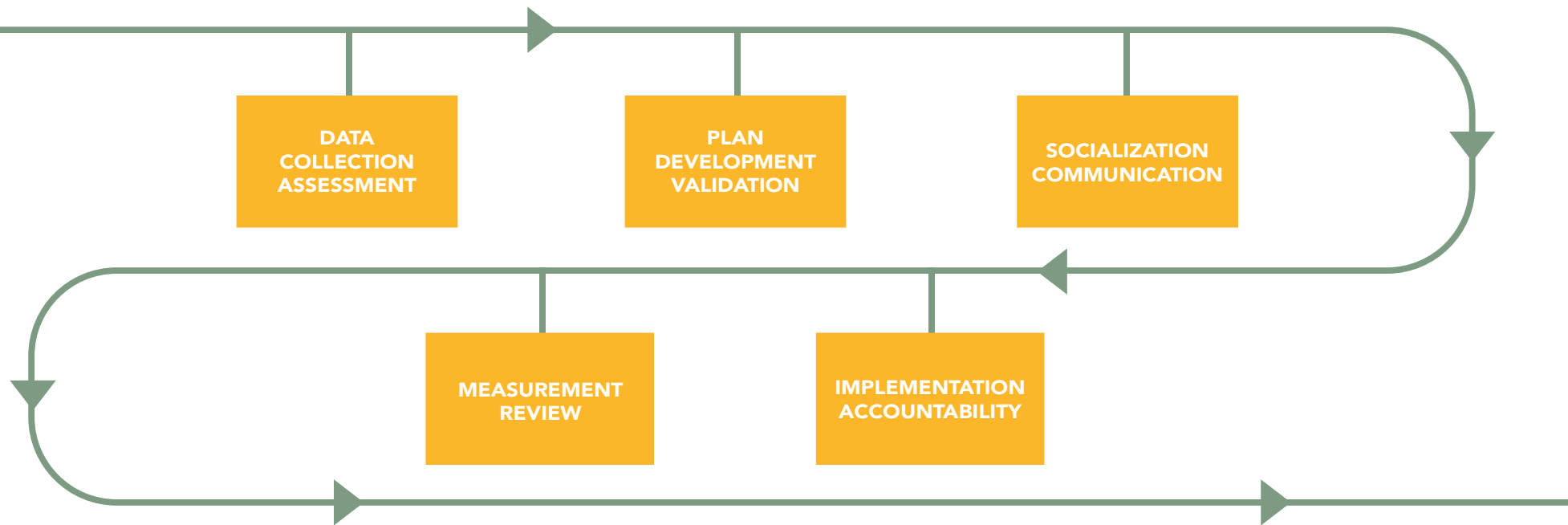
The process for developing this strategic plan was inclusive, consultative and collaborative. We began together in February 2013 with information gathering, data analysis, national best practices and benchmarking, current research and university strategic alignment. Our steering committee led the long-term strategic forecasting and plan development with five strategic action teams and input from partners throughout the university.

In an effort to be broadly consultative throughout this process, participation was solicited in a variety of ways, including:

- **Leadership Circles:** Four groups gathered insights from every level throughout the division
- **Strategy Summit:** Three-day strategic planning and team alignment sessions led by an external consultant
- **Strategic A-Teams:** Five Action Teams focused on addressing key themes from Strategy Summit
- **Surveys and Polling:** Data and insights collected throughout the process
- **Student Affairs Recharge:** Quarterly programs to engage all Student Affairs staff members
- **Steering Committee Think Tank:** Student Affairs senior executive team led the process
- **Engagement of Faculty and Students:** Collaboration and feedback shaped the plan



INCLUSIVE • CONSULTATIVE • COLLABORATIVE



Fall Recharge, Student Affairs Staff Event, 2013



STUDENT AFFAIRS STRATEGIC PLAN 2014-2017

The Student Affairs Strategic Plan supports the mission and key principles of Cal Poly and is aligned with the strategic framework, imperatives and institutional priorities for the university. This final strategic plan presents three broad division-wide goals with specific initiatives for the next 36 months.

Cal Poly Student Affairs will

BUILD A CULTURE OF EXCELLENCE AND INNOVATION

ENHANCE CAMPUS LIFE AND STUDENT SUCCESS

ENGAGE PARTNERS TO ENSURE OUR FUTURE SUCCESS

Our Commitment

Student Affairs will deliver on this strategic plan and has developed mechanisms to assess progress and success for each initiative in order to reach these established goals. A suite of approaches for securing necessary financial support is also presented to ensure the success of our initiatives.





BUILD A CULTURE OF EXCELLENCE & INNOVATION

The growing need to be accountable and intentional with programs and initiatives is evident within higher education, and Cal Poly Student Affairs holds this as a top priority. Our staff model this commitment to development, lifelong learning and excellence. We embrace rigorous assessment, continuous improvement, innovative change and emerging technologies to be the leader in delivering best-in-class service to all students.

GOAL INITIATIVES

- 1 Develop and expand programs/services that strengthen student success through data-driven and data-supported decisions
- 2 Develop a multi-year plan to forecast resources that support a residential campus community
- 3 Drive continuous improvement through staff development and ongoing performance support
- 4 Implement technological solutions to advance our service delivery to students

1 Develop and expand programs/services that strengthen student success through data-driven and data-supported decisions

- Expand the Student Affairs assessment and research infrastructure
- Develop assessment standards, practices and tools to clearly identify the needs of students and for all Student Affairs programs and services
- Develop learning outcomes for all Student Affairs departments and programs

2 Develop a multi-year plan to forecast resources that support a residential campus community

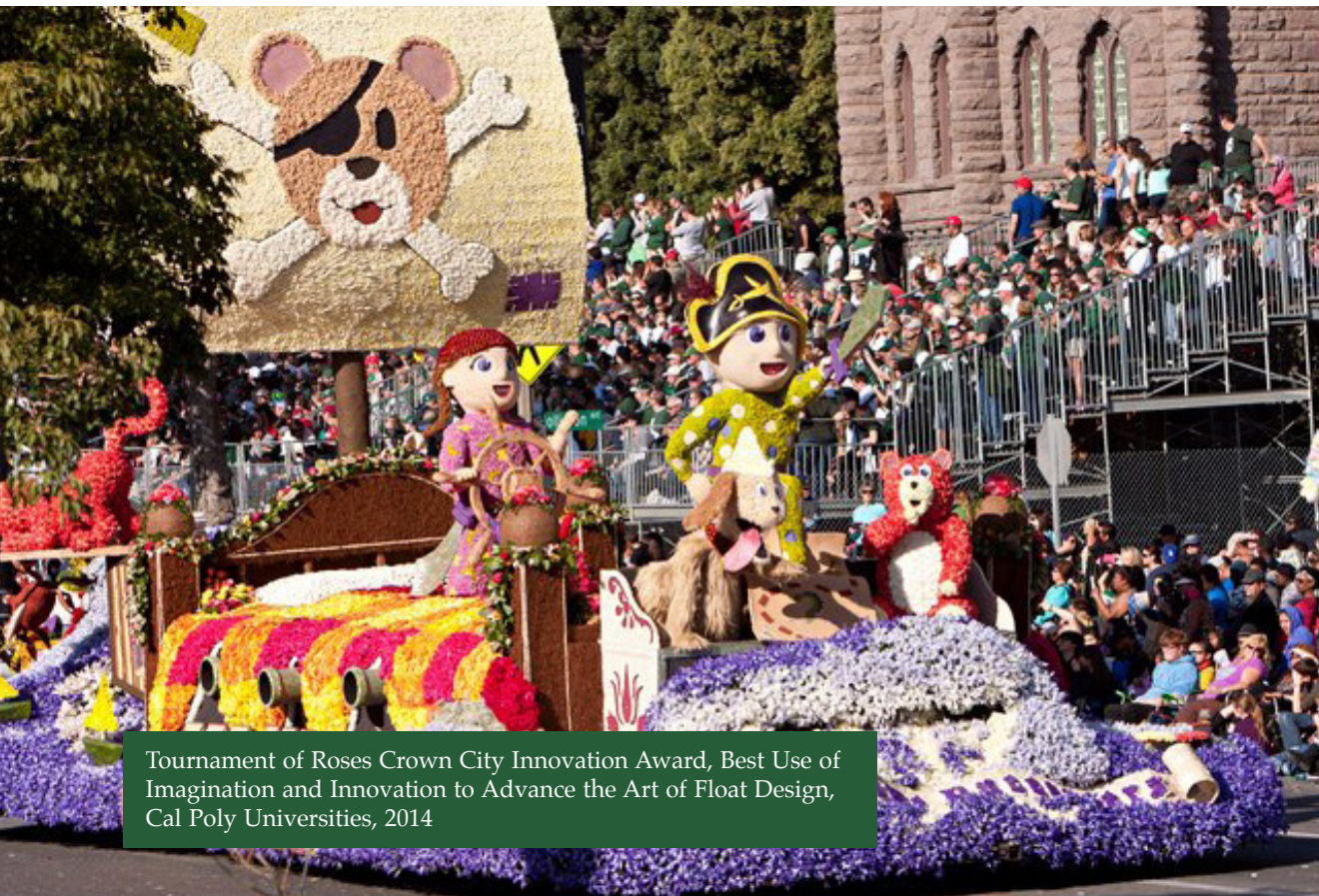
- Create a three-year staffing plan to project needs to support enrollment projections
- Collaborate on the campus-wide Master Plan to include space needs for effective Student Affairs program delivery, including student spaces
- Develop a progressive approach to campus dining that supports health and wellness needs for our entire campus community

3 Drive continuous improvement through staff development and ongoing performance support

- Develop a comprehensive professional development curriculum for our division
- Design and implement a consistent staff orientation and onboarding program with resource toolkits to be implemented for all Student Affairs departments/programs
- Create Innovation Awards to encourage and recognize staff for ideas, solutions and improvements to Student Affairs programming and service delivery

4 Implement technological solutions to advance our service delivery to students

- Expand the efforts of Career Services to utilize technology and innovative models of student career development
- Collaborate with campus Information Technology Services (ITS) to design and execute technology solutions that address key business priorities for Student Affairs, including information access/collection, events management, workplace support, communications, assessment and delivery of services
- Create a vibrant Student Affairs presence on the Cal Poly App that increases student access to services, programs and support



Tournament of Roses Crown City Innovation Award, Best Use of Imagination and Innovation to Advance the Art of Float Design, Cal Poly Universities, 2014



ENHANCE CAMPUS LIFE & STUDENT SUCCESS

Student Affairs supports students throughout their Cal Poly experience, from orientation through commencement and onto early careers. Through high-quality programs and services, Student Affairs cultivates student development, celebrates differences, and promotes civic and global responsibility. We create welcoming, supportive and enriching environments that maximize opportunities for student learning and clear pathways for individual success.

GOAL INITIATIVES

- 1 Expand programs and services that support student retention and academic success
- 2 Advance student preparation for career and post-graduate aspirations
- 3 Design opportunities for all students to encounter diverse people, ideas and experiences
- 4 Lead campus-wide commitment for community well-being
- 5 Build student leadership capabilities through Learn by Doing experiences and co-curricular programs

1 Expand programs and services that support student retention and academic success

- Bolster efforts around student care management to include expansion of the Dean of Students Office role in support of a wide range of student crises
- Expand participation in Soar orientation programs by offering block scheduling
- Increase access to instructional materials for students with disabilities
- Build the four-year engagement curriculum for Cal Poly Scholars
- Expand learning support services through our Academic Skills Center to deliver cutting-edge academic support and retention programs to more students

2 Advance student preparation for career and post-graduate aspirations

- Create programs to engage students their first year to help promote retention and achieve career goals, clarify major selection, develop career objectives, and create career development plans to help improve graduation rates
- Expand Career Services to increase access to services, offer extended hours, and bolster programs and support for each academic college

3 Design opportunities for all students to encounter diverse people, ideas and experiences

- Create a model for a cross-cultural center that helps Cal Poly enroll diverse students and facilitates their successful degree completion
- Design and implement a dynamic speaker series to spark dialogue, challenge assumptions, and open new ways of thinking

4 Lead campus-wide commitment for community well-being

- Develop a unified approach to well-being on campus, including the visioning of appropriate facilities

- Develop successful party registration and management practices for clubs, organizations, fraternities and sororities
- Implement and evaluate effectiveness of Cal Poly's response to off-campus violations that impact a student's health, wellness and academic success

5 Build student leadership capabilities through Learn by Doing experiences and co-curricular programs

- Develop a campus-wide approach to student leadership development that complements what exists in segmented areas around campus
- Build student leadership opportunities in which students discover their strengths



ENGAGE PARTNERS TO ENSURE FUTURE SUCCESS



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

GOAL INITIATIVES

- 1 Engage parents and family supporters throughout the Cal Poly student experience
- 2 Enhance communication to raise awareness of Student Affairs' impact on student success
- 3 Build successful relationships on campus and within our community to encourage student growth and achievement
- 4 Develop new revenue streams that grow funding for Student Affairs programs and services
- 5 Strengthen and expand corporate partnerships for campus-wide success





1 Engage parents and family supporters throughout the Cal Poly student experience

- Collaborate across the campus to develop and execute a targeted engagement strategy for parents and family supporters from orientation through graduation

2 Enhance communication to raise awareness of Student Affairs' impact on student success

- Expand Student Affairs marketing and communications infrastructure in collaboration with University Advancement
- Develop and execute a Student Affairs marketing and communications strategy and branding campaign to include all departments and programs within Student Affairs
- Demonstrate the value of Student Affairs to key stakeholders, especially faculty and parents, to Cal Poly's retention and graduation goals

3 Build successful relationships on campus and within our community to encourage student growth and achievement

- Enhance community outreach programs and build student citizenship in collaboration with local organizations
- Create a Student Affairs Advisory Council to help realize the vision of Student Affairs
- Integrate *Universal Design* principles into

programs, services, activities and facilities (www.ncsu.edu/ncsu/design/cud)

- Design and deliver commencement ceremonies to celebrate students' achievement and continue a meaningful bond with Cal Poly after graduation
- Expand partnerships with Academic Affairs through faculty involvement on task forces, selection committees and program development

4 Develop new revenue streams that grow funding for Student Affairs programs and services

- Expand the Student Affairs advancement infrastructure to target the Student Affairs priorities in the Comprehensive Campaign
- Solidify the partnership with University Advancement around our shared contributions to improving parent relations and giving
- Promote a culture of support, philanthropy and community engagement with parents, alumni, employers, students and the greater community

5 Strengthen and expand corporate partnerships for campus-wide success

- Partner with key employers to grow internship and career opportunities for Cal Poly graduates

STRATEGIC PLAN 2014-2017

IMPLEMENTING & MEASURING SUCCESS

In order for this strategic plan to be successful, the implementation framework will be built into each Student Affairs department/program budget and planning process. This Student Affairs Strategic Plan will also be reviewed each year in conjunction with the budget recommendation process.

Strategic Plan initiatives are assigned to division-wide leaders who will deliver results and make recommendations to the plan as needed. A strategic planning website for Student Affairs will be developed and updated periodically to track progress on initiatives at www.studentaffairs.calpoly.edu. Quarterly progress reports will be provided to the Vice President for Student Affairs, and an annual report on success will be created for the university president.

A Student Affairs Advisory Council will be created to help address future needs and shape action plans moving forward.

RESOURCES TO ENSURE SUCCESS

To support the goals and initiatives outlined in this strategic plan, several approaches may be implemented to secure resources needed, including:

- Private funding and support
- Services and fees in self-support programs
- Allocation of Student Success Fees
- Auxiliary organization contributions
- Investment of Student Affairs funds





CONCLUSION

This Strategic Plan presents a committed vision for the future of Student Affairs at Cal Poly and builds on 113 years of providing unlimited possibilities for all students to reach their full potential. As a tool for action and decision-making, this plan will guide our leaders, empower our students, and promote continuous collaboration throughout the entire Cal Poly community.

We are preparing for our future together and look forward to partnering with you.

Thank you,

Cal Poly Student Affairs Team

CAL POLY

Student Affairs

UNLIMITED POSSIBILITIES

