2009-2010 Student Life

Section	Document Name
Goals and Objectives	• NSSE 2006-2009 Comparison for SL.pdf
Goals and Objectives	• Results for 2009-2010 FINAL.pdf
Goals and Objectives	• SL Annual Report Highlights 2009-2010.pdf
Fiscal Health	• SLD.pdf

Mission

The mission of the Division of Student Life is to empower student learning, inclusion and success through engagement.

The vision of the Division of Student Life is: Engaging *all* students!

Goals and Objectives

1. Excellence in Community Building

1.1 Strengthen and build community partnerships

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

None during this academic year.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

1.1a Assess current strategic partnerships to determine effectiveness

- Action: Describe existing partnerships across the division through meetings and documentation. Create a matrix listing partnerships, types of these partnerships, and the status of each.

1.1b Increase the number of strategic partnerships that contribute to student community on & off campus

- Action 1.1b1: Identify the number of academic partnerships
- Action 1.1b2: Increase the number of academic partnerships
- Action 1.1b3: Identify the number of community partnerships
- Action 1.1b4: Increase the number of community partnerships

1.2 Promote and embrace diversity

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit:

Sub Unit:
Time Frame:

Actions taken for 2009-2010:

With recent major changes in Division leadership, the specific objectives under this strategy have been delayed. However, many of the Division's regular programs, services and activities related to promoting and embracing diversity are presented in our annual Highlights document, attached.

Evidence of Progress for 2009-2010:

Please see the attached Highlights document for a complete view of activities related to this strategy.

Activities planned for 2010-2011:

1.2a Develop SL diversity assessment plan

- Action 1.2a1: Assess satisfaction and usage of SL facilities, programs and services by students based upon their personal identities
- Action 1.2a2: From the Campus Diversity Performance Indicators select key indicators specific to SL from which to evaluate performance within the Division Action

1.2b Actively contribute to building an inclusive campus community

- Action 1.2b1: Define inclusion and develop performance indicators to guide work within SL
- Action 1.2b2: Collect national benchmarking data of diversity best practices from peer institutions
- Action 1.2b3: In response to defining and benchmarking evidence, develop list of recommendations for future activities.

1.2c Collaborate with faculty, staff, and student advocacy groups on campus

- Action 1.2c2: Assess each SL unit ´s collaborations with advocacy groups
- Action 1.2c3: Collaborate with advocacy groups on campus
- Action 1.2c4: Create and share quarterly reports of SL collaborations with advocacy groups
- Action 1.2c5: Assess the impact on various student populations regarding student learning, inclusion, and success

1.3 Ensure that community building actions and accomplishments are frequently communicated to students, staff, faculty and other stakeholders

Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

1.3 Assess current SL marketing and communication efforts

- Action 1.3b: Conduct an audit of all communications and marketing materials for the Division.

Evidence of Progress for 2009-2010:

- The Division conducted a communications audit to ensure a consistent message on the Division's programs, services, and activities is presented to the university community by way of both paper and Web-based marketing materials.

Activities planned for 2010-2011:

This strategy is now complete

1.4 Foster campus spirit through promotion of existing and new campus traditions
Campus Planning Theme: Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

NONE: Strategy 1.4 was completed during the 2008-2009 academic year.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

1.5 Develop new facilities, programs, services, and populations designed to increase community
Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Given the current financial climate, and our recent changes in leadership, the objectives and actions under this goal were moved to next year.

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

1.5a Develop new facilities

- Action 1.5a3: Establish a "Future of Student Life Committee" to explore the development of future facilities to

support the community

1.5b Develop new programs

- Action 1.5b2: Explore development of new programs focused on evidence-based student needs (health, wellness, life skills, etc.) which would increase student community

1.5d Develop a proposal which would extend student life services, programs, and facilities to students who learn at a distance

- Action 1.5d2: Identify the best student services, programs and facilities for distance learners to create a vision for the development of future programs and services

2. Excellence in Student Engagement

2.1 Assess student engagement based on NSSE

Campus Planning Theme: Teaching and Learning, Best Practices, Civic Engagement, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Review the data of the 2009 NSSE administration and determine manners in which the Division can use the results for the improvement of programs and services.

Evidence of Progress for 2009-2010:

The Director of Assessment and Planning developed a document that a) identifies items on NSSE that are relevant to the Division of Student Life and b) compares 2009 scores to those in 2006 (see the attached). From this document, Division management can determine priorities for efforts toward improvement of programs, services, and activities. While the report is complete, the discussions are ongoing and will be continued upon the hiring of our permanent Vice Chancellor in the spring of 2010.

Activities planned for 2010-2011:

Continue strategic discussions of NSSE results related to the Division of Student Life.

2.2 Increase the number of involved students

Campus Planning Theme: Teaching and Learning, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

2.2c Increase the number of students who are involved in division-sponsored civic engagement activities.

- Action: Define and identify civic engagement activities and support student leaders to better publicize and recruit students for civic engagement activities

students for civic engagement activities.

Evidence of Progress for 2009-2010:

2.2c: The number of students involved in Division-sponsored civic engagement activities continues to grow each year. See the attached Annual Highlights document for more details.

Activities planned for 2010-2011:

2.2d Identify and increase the number of pre-professional and professional student organizations, including organizations specifically for each underrepresented student population.

- Action: Ensure that at least one pre-professional/professional student organization is established

2.2f Increase the number of underrepresented students engaged on campus and in the community.

- Action 2.2f1: Use NSSE to identify engagement for groups of underrepresented students.
- Action 2.2f2: Increase the number of underrepresented students engaged on campus and in the community.

2.2g Ensure the student perspective is included in the planning, operating and assessment of the Division of Student Life and the individual units within the Division.

- Action: Each unit in SL will have an advisory committee including students in order to ensure student feedback regarding the mission, vision, goals and operations of the unit.

2.3 Identify evidence, research, best practices and innovative approaches to determine current student engagement work and to inform future efforts

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

2.3a Assess level of student engagement in each SL departments

- Action: Use Student Life Scalelet to understand and disseminate relevant portions of NSSE data to SL directors

2.3b Confirm which peer institutions against which we will benchmark our Division

- Action: Identify similar divisions of student life working with engagement data

2.3c Define SL's contribution to student engagement

- Action: Use NSSE data as evidence to build the student life "scalelet" as a way to track our contribution to student engagement

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Evidence of Progress for 2009-2010:

These items are currently in process and will be completed during the 2010-2011 academic year.

Activities planned for 2010-2011:

2.3a Assess level of student engagement in each SL departments

- Action: Use Student Life Scalelet to understand and disseminate relevant portions of NSSE data to SL directors

2.3b Confirm which peer institutions against which we will benchmark our Division

- Action: Identify similar divisions of student life working with engagement data

2.3c Define SL's contribution to student engagement

- Action: Use NSSE data as evidence to build the student life "scalelet" as a way to track our contribution to student engagement

2.4 Communicate the value of student engagement to the Campus community

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

2.4a Increase the campus community's understanding of the value student engagement contributes to learning

2.4b Identify existing campus recognition and reward programs for student engagement

- Action: Create an inventory of existing student engagement awards.

2.4c Recognize and reward student engagement

- Action: Establish "the spirit of student life award" given out annual at State of Student Life address

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Evidence of Progress for 2009-2010:

These items are currently in process and will be completed during the 2010-2011 academic year.

Please see the attached Highlights document for a comprehensive view of related activities from the 2009-2010 academic year.

Activities planned for 2010-2011:

2.4a Increase the campus community's understanding of the value student engagement contributes to learning

2.4b Identify existing campus recognition and reward programs for student engagement

- Action: Create an inventory of existing student engagement awards.

2.4c Recognize and reward student engagement

- Action: Establish "the spirit of student life award" given out annual at State of Student Life address

2.5 Develop new facilities, programs, services to increase student engagement

Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Planning for development of new housing and student health and recreation facilities continued last year.

Evidence of Progress for 2009-2010:

A self-study for a program review of Intramural and Recreational Sports was completed in the summer of 2010. The external review team will visit campus in the fall of 2010. Discussions continue on projects related to Housing and Residence Life.

Activities planned for 2010-2011:

2.5a Develop a process to review and recommend new facilities, programs and services designed to increase the number of engaged students.

- Action: As a part of a "Future of Student Life Report" review existing data and evidence to increase student engagement.

3. Excellence in Professional Practice

3.1 Increase SL staff knowledge and understanding of SL programs, services and facilities
Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

3.1b Identify significant measures of accomplishment for each unit

- Action: Agree upon a common set of measures that every Student Life unit would use to monitor efforts

3.1d Each unit will update their unit's vision, mission, values and goals to support the division's new vision, mission and goals.

- Action: Director of Assessment and Planning will work with Student Rights Responsibilities and Conduct, and the Student Advocate

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Evidence of Progress for 2009-2010:

Evidence 3.1b: In the fall of 2009, the Division management team developed a set of intended results as goals for the 2009-2010 academic year. See the attached report.

Evidence 3.1d: The Director of Assessment and Planning worked with SRRC and the Student Advocate on the development of their strategic plan in the spring of 2010. It is expected to be complete during the fall 2010 semester.

Activities planned for 2010-2011:

3.1d Each unit will update their unit's vision, mission, values and goals to support the division's new vision, mission and goals.

Conduct an internal "reputation survey" in order to assess Division staff's knowledge of the various programs, services, and activities we offer to students across the entire Division. The goal is for each staff member to have a better understanding of the various components of the Division.

3.2 Enhance professional development for all employees within Student Life
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

Evidence of Progress for 2009-2010:

Activities planned for 2010-2011:

3.2c Promote careers in student affairs

- Action 3.2c2: Financially support professional development opportunities for HESA students who are employed in Student Life
- Action 3.2c3: Continue NASPA Undergraduate Fellow Program

3.3 Increase the level of team and team work within SL
Campus Planning Theme: Best Practices, Collaboration
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

3.3b Increase communication and understanding of each unit's vision, mission, values and goals

- Action: Submit and distribute unit vision, mission, values and goals

3.3c Standardize the process of a 360 degree evaluation program for all professional staff in the Division

- Action: Review, adapt, and/or update the IUPUI appraisal form as needed

3.3d3 Ensure that every unit administers the Performance Appraisal Process in the same manner.

- Action: Incorporate progress in completing the Student Life Diversity Plan into the annual appraisal process.

Evidence of Progress for 2009-2010:

Evidence 3.3b: In process and continuing next year to include SRRC, Student Advocate, and Intramural and Recreational Sports after their program review in fall semester 2010

Evidence 3.3c: In process and continuing next year pending work with human resources administration on developing and improving management team using "high-performance team" technique.

Evidence 3.3d3: Ongoing process.

Activities planned for 2010-2011:

3.3b Increase communication and understanding of each unit's vision, mission, values and goals
- Action: Submit and distribute unit vision, mission, values and goals

3.3c Standardize the process of a 360 degree evaluation program for all professional staff in the Division
- Action: Review, adapt, and/or update the IUPUI appraisal form as needed

3.3d3 Ensure that every unit administers the Performance Appraisal Process in the same manner.
- Action: Incorporate progress in completing the Student Life Diversity Plan into the annual appraisal process.

3.4 Identify evidence, research and best practices to assess best professional practices work and to inform future efforts
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

3.4a Each unit and the division will conduct periodic self-assessments
- Action: Complete a structured program review.

3.4b Assess like institutions and professional organizations and make recommendations for improvement with equity and job function
- Action: Collect benchmarking data from other institutions/professional organizations

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Evidence of Progress for 2009-2010:

3.4a Evidence: Started the self-study process for a program review of Intramural and Recreational Sports, to take place Fall of 2010.

3.4b Evidence: In process

Activities planned for 2010-2011:

3.5 Develop a disaster/emergency response plan including regular training exercise
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

3.5a Develop, practice and evaluate a Division disaster/emergency response plan.

Evidence of Progress for 2009-2010:

Evidence 3.5a Assistant Dean Spratt is an active member of the campus-wide planning team.

Activities planned for 2010-2011:

3.5a Continue with the development, practice and evaluation of a division-wide disaster/emergency response plan that is aligned with that of the campus.

3.6 Develop a more successful culture of resource generation and enhancement within SL
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2009-2010:

3.6e Develop and maintain a donor prospect database to develop future donors including students, former students, faculty, staff and friends of student life.

Evidence of Progress for 2009-2010:

Evidence: in process and algined with using the campus-wide databases currently under development

Activities planned for 2010-2011:

3.6a Establish an external funding management team
- Action: Appoint an external funding management team

3.6b Inventory of current outsources of revenue generation

- Action: Develop an inventory of current outsources of departments with the Division which would include but not limited to fee for services, grants and development efforts

3.6c Explore new opportunities for revenue generation

- Action: Inventory of campus wide efforts on revenue generation and partnerships that permit success in these efforts.

3.6f Training and professional development that supports new revenue generation for all professional staff in the Division

- Action: Implement new efforts in revenue generation and train staff in stewardship.

Fiscal Health

Reallocation Plan

Other Question(s)

1. Please describe faculty/staff participation in the planning process in your unit. What factors strongly influence your budget and planning priorities? Please give examples, which might include attracting and retaining undergraduates, strengthening graduate programs, building collaborative partnerships, increasing diversity in faculty and student populations.

The IUPUI Division of Student Life relies on the Division of Student Life Strategic Plan 2007-2012 to guide its work. This strategic plan was developed over a period of time in 2006-2007 under the auspices of a broad representation from all staff within the Division of Student Life. The three over-arching goals of the Strategic Plan are: 1) excellence in community building, 2) excellence in student engagement, and 3) excellence in professional practice. These goals help the Division and each unit set its budget and planning priorities.

Since the current strategic plan ends in June of 2012, plans are already underway at this time to develop a new strategic plan once the new Vice Chancellor is in place in the spring or summer of 2011. For a current view of progress through our strategic plan, see this page: http://life.iupui.edu/about.html

2. How do the plans within your unit align with the President's Principles of Excellence and the Chancellor's Guideposts? Please describe your process for integrating your unit's plans with those of the campus.

The work among the Student Life units Life aligns with six of the ten President's Principles and seven of the Chancellor's Guideposts, as described below *(in italics)*:

I. An Excellent Education

1. Continue to improve educational outcomes, from freshman success through graduation.

The Division of Student Life supports "an excellent education" for IUPUI students across all of our programs, services, and activities. During the 2009-2010 year, we began a Division-wide assessment of student learning which is mapped to the Principles of Undergraduate Learning. More information on this assessment is forthcoming. The original plan for this assessment project can be seen in our Program Review and Assessment Committee (PRAC) report submitted August 2010.

V. Excellence in the Health Sciences and Health Care

5. Continue to improve educational outcomes in all health sciences programs.

Student Health Services and Counseling and Psychological Services (CAPS) provide quality healthcare to students. Students learn best when they are healthy and have access to appropriate counseling services when needed. For more information, visit the department Web sites at http://life.iupui.edu

When needed. For more information, visit the department's web sites at http://fyi.iupui.edu.

VI. Excellence in Engagement and Economic Development

6. Continue to enhance civic engagement, including economic development.

Our Office of Student Involvement offers a wide variety of programs and activities in collaboration with the Center for Service and Learning related to civic engagement, including: Civic Leadership, Collegiate Readership Program, Community Service Opportunities, Democracy Plaza, and a variety of student organizations related to civic engagement.

VII. Excellence in Advancement

7. Increase the resource base through philanthropy, concluding a successful development campaign, and other strategies.

The Division has a full-time Director of Communications and Development who identifies and pursues development opportunities and helps to promote Student Life to external constituencies. For example, several areas in the Campus Center were built through philanthropic giving. In addition, the Division is leading the effort to renovate of the Ball Gardens as a way to improve the beauty of the area behind Ball Residence Hall.

VIII. Building for Excellence

8. Improve the campus physical environment, including the quality and efficiency of current space, and create additional space to meet our needs.

While there were no major renovations or new campus buildings related to the Division of Student Life during the 2009-2010 academic year, the Division is dedicated to leading the discussion on improving the campus infrastructure for students, including additional residential options, enhanced dining, and a wellness/fitness facility.

X. Responsible Stewardship of Indiana University's Resources

11. Enhance campus diversity via the Enrollment Shaping initiative and providing support programs such as those offered in the Multicultural Success Center.

The Division of Student Life enhances campus diversity in a variety of ways, as cultural diversity is one of the core values shared across all units. For example, the Office of Student Involvement (OSI) sponsors a series of Cultural Heritage Month programs that served over 2,600 students in the 2009-2010 academic year. In addition, OSI also sponsors two Days of Service programs (one for Martin Luther King and a second for Cesar Chavez) leading to a total of over 2,600 service hours to the community.

12. Increase communication about priorities and achievements with internal constituents to strengthen community and collaboration and with external stakeholders to attract funding and top talent.

In early 2010 the Division administered two campus-wide surveys to assess our reputation: one survey for students and the other for faculty and staff. Major findings in these surveys informed our planning for communications strategies in the future. Our main goal is to increase awareness of the programs, services, and activities we provide to a wider campus audience. Some of the methods we used to increase awareness of our programs and services during the past academic year were: the State of Student Life speech and the Division's annual report.

3. What longer-term trends (5-10 years) exist in your discipline/field that will affect your unit?

There are four trends in the student affairs field that will affect our division during the next 5-10 years.

First, there is a movement toward developing an out-of-class student learning paradigm; this is a move away from relying solely upon philosophies of student development as the basis for work in student affairs. At IUPUI, we feel it is very important to identify specific learning outcomes for our students that result from direct interaction with student life professionals.

At the same time, there is a nation-wide call for increased accountability measures that will be an external force driving our assessment of student learning outcomes. While this call for accountability will not necessarily change our practice in Student Life, it will certainly change the way we tell the story of how students are learning outside of the classroom.

Third, there has been an increase in numbers of college students who require ongoing psychological and physiological treatments. For most of these, services are mandated by ADA and 504. The growing use of CAPS by our students in the last three years documents this trend.

Finally, given the growing incidences of violence in our society, it is likely that some level of violence will occur at some point on nearly all college and university campuses in our country. Consequently, the Division of Student Life in collaboration with the Campus Police and the Department of Emergency Management as well as others on campus must be ready in the event of an emergency, whether caused by a human being or natural occurrences such as tornados or earthquakes.

4. If the University experiences further budget cuts, what existing and emerging programs/initiatives in your unit will be your highest priorities?

The highest priorities in the Division of Student Life are the preservation, and possible expansion, of health and wellness services and programs for students. We are underserved in services for student health, counseling and psychological services, and wellness/fitness programs. All of these programs are critical to student retention and success.