Vision:

Student Affairs will lead RIT in developing the nation’s most engaged campus community.

Mission:

To foster RIT spirit, Student Affairs engages the campus community through the design and delivery of high impact programs and services. We enhance student academic and individual success in order to develop leaders for a diverse and global society. Student Affairs cultivates an informed, dynamic and deeply engaged staff to contribute a comprehensive set of opportunities for the growth and development of the campus community.

Goals:

**Goal 1: Enhance involvement in and commitment to the campus community**

**Indicators:**

- **G1.i1** Increase students’ rating of importance to surpass the national average on Noel Levitz Item 37, “I feel a sense of pride about my campus”.
- **G1.i2** Consistently decrease the gap between importance and satisfaction levels of RIT students as reported on Noel Levitz item 37, “I feel a sense of pride about my campus”.
- **G1.i3** Decrease the existence of less engaged RIT students, as indicated by a maximum of 30% of students reporting “very little” or “some” institutional emphasis on attendance at campus events (revised NSSE item 15h, formerly NSSE item 10f).
- **G1.i4** Consistently decrease the gap between the engagement level of RIT first year and senior year students as indicated by revised NSSE item 15h (formerly NSSE item 10f).
- **G1.i5** Consistently decrease the % of students reporting spending 0 hours in campus activities, as indicated by revised NSSE item 16b (formerly NSSE item 9d)
- **G1.i6** TBD by 2014. [This indicator will be created upon development of a robust method of tracking and measuring student engagement. Indicator should establish a baseline for involvement in activities that promote campus spirit and community.]
Strategies:

Student Affairs will:

G1.s1 Develop a robust method of benchmarking, tracking and measuring student engagement.
G1.s2 Partner with students to continue building school spirit, community and civility.
G1.s3 Increase efforts to improve division staff morale and engagement.
G1.s4 Partner with faculty and staff in other divisions to strengthen the campus community.
G1.s5 Provide opportunities for faculty and staff to interact with students outside the classroom.
G1.s6 Identify training, development and university service opportunities to match the needs/goals of division staff.
G1.s7 Create and implement a campus staff development program/series with a focus on student centeredness.

Goal 2: Integrate assessment results into strategic decision-making

Indicators:

G2.i1 100% of Student Affairs units will utilize an outcomes focused assessment plan based upon chief program function.
G2.i2 100% of Student Affairs units will annually submit data demonstrating support of the divisional strategic goals.

Strategies:

Student Affairs will:

G2.s1 Develop and implement assessment education and training for staff.
G2.s2 Develop a divisional assessment plan and reporting/accountability process.
G2.s3 Account for assessment responsibility within each Student Affairs unit by listing assessment duties in at least one job description in each unit.
G2.s4 Provide evidence in support of key decisions, such as budgetary, personnel, and program changes.
G2.s5 Develop a process for utilizing an assessment management system to track progress on the Student Affairs Strategic Plan.
Goal 3: Advance the management of information and communications

Indicators:

G3.i1 100% of Student Affairs units will develop and implement an information management and communication plan that addresses the Student Information System/Constituent Relationship Management (SIS/CRM) process, online learning, social media and other emerging technologies.

Strategies:

Student Affairs will:

G3.s1 Expand division services to meet student needs (ex. 24/7 model) using emerging technologies.
G3.s2 Reallocate staff and other resources to provide support and training for implementation of web-based services, social media and emerging educational technologies.
G3.s3 Manage delivery of effective training and support for all division units and staff for the geneSIS (SIS/CRM) project.
G3.s4 Assess current structure of Student Affairs technology teams and design a comprehensive infrastructure to provide leadership for initiatives and plans related to this goal.
G3.s5 Explore resources and processes to support compliance with University policies pertaining to records management.

Goal 4: Initiate innovative practices to strengthen our ability to meet emerging student needs

Indicators:

G4.i1 By 2013, assess current patterns of how interactive technologies are utilized across the division.
G4.i2 By 2014, SVPSA (Sr. Vice President for Student Affairs) will establish a divisional committee on social media to be coordinated under the ARTS (Assessment, Research and Technical Services) department. This committee will be charged annually to review and analyze division data sources related to social media and marketing and will submit an annual report including recommendations for the SVPSA. (Revised 1/16/14)
G4.i3 100% of staff will develop and actively engage in an individual professional development plan that encourages innovation (as part of the annual performance appraisal process).
G4.i4 100% of managers engage in training to develop skills that support staff in innovation and professional development.
Strategies:

**Student Affairs will:**

G4.s1 Facilitate trainings on innovation and emerging technologies annually for Division staff.

G4.s2 Review and update current performance appraisal templates to:
   a) Include the evaluation of engagement in innovative practices, and
   b) Create a robust Professional Development Plan to replace the current Growth and Development form.

G4.s3 Create a process/structure to continually identify and address emerging student needs.

G4.s4 Explore opportunities to connect to university global initiatives.

G4.s5 Initiate an innovation rewards and recognition program.

Goal 5: Improve the holistic wellness of all students

Indicators:

G5.i1 Student Affairs will identify instruments, baselines and benchmarks in order to measure progress on the improvement of holistic wellness of students.

G5.i2 By 2013, Student Affairs will develop a framework for implementation of a holistic wellness program for all students.

G5.i3 TBD by 2014. [This indicator should be developed upon completion of indicators 1 and 2. Indicator should establish and measure progress towards the desired achievement levels.]

Strategies:

**Student Affairs will:**

G5.s1 Develop sustained leadership for a comprehensive, collaborative and integrative wellness initiative maintained within Student Affairs.

G5.s2 Initiate an assessment process to measure student wellness. Identify appropriate assessment instruments, develop an assessment protocol, and create a mechanism to report outcomes.

G5.s3 Develop a method to identify the correlation between student wellness and student success.

G5.s4 Increase opportunities for students to access information regarding wellness programs and service.

G5.s5 Create student awareness of the wellness initiative with a branding strategy.

---

1 Current RIT Student Affairs working definition of “Holistic Wellness” includes the following areas: career/academic, social, spiritual, physical, emotional, financial and environmental