Dear Colleagues and Friends,

Student success at UCI is influenced by the institution’s and students’ reciprocal desire to embrace the abundant academic and co-curricular learning resources and opportunities here on campus.

From Spring 2016 through Winter 2017, the Student Affairs strategic planning committee worked with the campus community and Student Affairs staff to develop a strategic plan for Student Affairs. The process involved multiple formats including focus groups, meetings and online tools.

Set in alignment with Bright Past, Brilliant Future, the UCI Strategic Plan, Student Affairs is pleased to provide our plan, Visions of Possibility Through 2025. This plan will serve as a roadmap for Student Affairs as we fulfill our commitments to our students in navigating their pathways to productivity and success.

Thomas A. Parham, Ph.D.
Vice Chancellor, Student Affairs
MISSION
To enrich student experience from orientation to graduation through comprehensive programs, services and opportunities that enhance academic success, promote health and wellness, develop personal, social and professional skills, and provide insight and learning to lead in a global society.

VALUES
• Diversity and inclusive excellence
• Cultural intelligence, competencies and human relations
• Prepare students to be leaders in a global society
• Honesty, integrity, empowerment and compassion
• Holistic approach to student learning, wellness and skills development
• Collaborations and partnerships with students, campus and external communities
• Provide future-forward services, programs and educational opportunities for students

VISION
We engender to create a “First in Class” experience that will enroll the best and most diverse class of students, assess their needs, and support them with an array of services that allow them to focus their attention on academic and co-curricular learning, self- and knowledge discovery and acquisition, and campus engagement.

GOALS
1. Acquire and create additional space
2. Promote achievement through retention and lifelong learning
3. Prepare students to be career and life-ready
4. Leadership and citizenship – global, national, local
5. Collaborate through strategic partnerships
6. Create healthy communities and wellness-minded individuals
UCI Strategic Plan Student Affairs

ALIGNING WITH UCI’S
BRIGHT PAST, BRILLIANT FUTURE

UCI’s Strategic Plan, Bright Past, Brilliant Future, is based on four foundational goals, the Strategic Pillars. Student Affairs’ six goals align with and support UCI’s Strategic Pillars in the following ways:

Student Affairs Goals

**UCI PILLAR I**
Growth That Makes a Difference

**GOAL 1** Acquire and create additional space
**GOAL 2** Promote achievement through retention and lifelong learning

**UCI PILLAR II**
First in Class

**GOAL 3** Prepare students to be career and life-ready
**GOAL 4** Leadership and citizenship - global, national, local

**UCI PILLAR III**
Great Partners

**GOAL 5** Collaborate through strategic partnerships

**UCI PILLAR IV**
New Paths for Our Brilliant Future

**GOAL 6** Create healthy communities and wellness-minded individuals
Physical space is essential to contribute to student success and the Student Affairs mission of providing services and resources for students. Space is in critically short supply and hinders the abilities of Student Affairs professionals to mentor, guide, counsel and advise students. The successful acquisition of additional space is integral to the Student Affairs Strategic Plan and the potential to achieve UCI’s pillar of First in Class.

1.1 Advance actions toward the construction of a $75 million, 65,000 ASF (assignable square feet) Student Wellness, Health & Counseling building that would function as a centralized location for comprehensive student services, meeting student needs that allow them to enhance their academic endeavors.

Performance Metrics:
• Passage of ASUCI’s student fee referendum to ballot to support the construction of the $75 million Wellness, Health & Counseling building
• Monitor outcome of annual fundraising to fulfill needs towards final goal of $75 million
• Number of successful fundraising events conducted
• Number of new funding partners acquired
• Number of repurposed existing on-campus structures
**Student Housing**

1.2 Establish a Housing Development Plan that advances campus growth aspirations and maintains the integrity of existing facilities. (Auxiliary-Student Housing)

**Performance Metrics:**
- Monitor the 10 year report and ledgers, to ensure finances are sustainable and solvent
- Through customer feedback, measure residents’ perceptions of existing housing offerings
- Measure on-campus bed demands to ensure we are meeting or exceeding our on-campus population goals

**Student Housing**

1.3 Design vibrant residential communities that promote learning, expression, and connections.

**Performance Metrics:**
- Assess student satisfaction and retention based on student housing experience through surveys

1.4 Collaborate with ASUCI for passage of a student fee referendum to support the construction of a $75 million, 65,000 ASF Student Wellness, Health & Counseling building. The facility is intended to increase access and improve delivery of services.

**Performance Metrics:**
- Successful passage of the referendum
- Administer Student Services Awareness and Satisfaction survey in collaboration with ASUCI to assess student awareness of various student services in the new building
- Aim to have 80% of surveyed students be able to identify locations and services of at least three Wellness, Health and Counseling units in the new building
We aim for students and professionals to continually nurture their talents, complete academic goals and degrees, and achieve skills and abilities, particularly across the Student Affairs learning domains:

- Civic engagement
- Leadership
- Diversity
- Professional skill development
- Personal responsibility

2.1 Offer innovative programs, services, and professional development opportunities that increase academic success, campus engagement and post baccalaureate success for all UCI undergraduates, further narrowing the gap in retention of first generation and low-income students.

Performance Metrics:
- Monitor comparison data for first year retention and graduation of undergraduates disaggregated by income, ethnicity, immigration status and first generation status

2.2 Promote college student access and affordability, and financial literacy skills by increasing awareness of need based programs and the application process (FAFSA). UCI financial literacy programs will be coordinated through the Office of Financial Aid and Scholarships and throughout Enrollment Services and its sub-units.

Performance Metrics:
- Monitor percentage of students maximizing use of available resources, with goal of 5% annual increase

2.3 Expand learning platforms used by the Center for Student Wellness & Health Promotion to increase student access to self-care and stress management strategies, including online resources and app technology, in order to facilitate their academic progress.

Performance Metrics:
- Increase the number of online videos on website
- Enhance list of recommended apps
- Expand the FIRST online program to include a stress module
**Wellness, Health & Counseling**

**Child Care Services**
2.4 Create experience-based training opportunities for student employees and interns within UCI Child Care Services to expand their knowledge of child development, best practices in early care and education, and understanding the needs of diverse families.

**Performance Metrics:**
- Completion of childcare services training modules for student education
- Documentation of the end of training experience by students on increased knowledge of child development

**Counseling Center**
2.5 Enhance mental health professional development and targeted leadership practices by identifying and reviewing current and five-year Leadership Development plans for each professional clinical staff member at the UCI Counseling Center.

**Performance Metrics:**
- Ensure enhanced knowledge of mental health professional staff through assessment of their performance evaluation and ACHIEVE goals
- Utilize self-reported barriers to professional development resources by staff to affect improvement in resource allocation and utilization

**International Center**
2.6 Increase international student participation in I-STEPS transition course and identify students who may benefit from the course to increase student engagement and promote academic success.

**Performance Metrics:**
- Monitor and report annually the percentage increase in participation numbers in I-STEPS

**Office of Academic Integrity & Student Conduct**
2.7 Create a position within the OAIISC with the sole responsibility to perform outreach and education to the community related to student conduct and academic integrity policies.

**Performance Metrics:**
- Acquire an additional FTE in OISC with education and outreach focus
PREPARE STUDENTS TO BE CAREER & LIFE-READY

We prepare students to successfully transition into the workplace and to navigate life challenges with confidence and professionalism. We provide education and opportunities that help students develop resiliency as well as leadership, communication, critical thinking and collaboration skills. We raise awareness of professional competencies and how to attain, demonstrate and articulate them.

3.1 Recruit and enroll the most talented and diverse cohort of freshmen and transfer students who can take advantage of the magnificent resources at UCI.

**Performance Metrics:**
- Monitor student recruitment numbers
- Monitor and enhance enrollment numbers for diverse students

3.2 Student Employment training emphasizes problem-solving skills, professional etiquette and workplace procedures, team building and interpersonal skills, diversity sensitivity, customer service and communication skills needed to be successful now and in future professional settings.

**Performance Metrics:**
- Measure student employee success through performance checklists, required training modules, attendance tracking, and test scores

3.3 Expand participation in paid Student Government & Student Media Internship programs and work opportunities to increase competencies in communications, critical thinking, and various skills.

**Performance Metrics:**
- Increase retention by 70 percent
- Through quizzes, portfolios, and observation, evaluate competency levels in communications, critical thinking, and various skills

3.4 Increase career readiness in Student Affairs student employees, students who receive internships, and students who volunteer.

**Performance Metrics:**
- Aim to improve the current Career Readiness Confidence Survey result that indicates 75% of student participants feel confident in at least 3 career readiness competencies
- Provide targeted staff training on career competencies and document pre and post knowledge and skill augmentation through surveys
- Document and assess quality and effectiveness of services provided to students through surveys, focus groups and student interviews on career advancement
3.5 International Center
Promote student leadership and engagement through the International Center that focus on skill building for leadership, public speaking, intercultural communication and strategic thinking.

Performance Metrics:
- Monitor annual increase in number of students participating in International Center opportunities
LEADERSHIP & CITIZENSHIP
GLOBAL, NATIONAL, LOCAL

We aim to provide experiences to cultivate student leadership talents in preparation for a more connected global society. We create the offerings and experiences for students to understand social issues and to think critically about tools and solutions to promote positive social change and equity in a global society.

**Student Housing**

4.1 Expand sustainability knowledge to activate student engagement and behavior changes.

**Performance Metrics:**
- Measure student engagement through pre and post surveys

4.2 Enhance bystander intervention training on campus.

**Performance Metrics:**
- Increase the number of offerings of bystander intervention programs
- Increase the number of students trained in Student Affairs bystander intervention programs offered by CARE, the Counseling Center, and the Center for Student Wellness and Health Promotion (e.g., Green Dot, Step Up UCI!, Micro-aggression bystander intervention training, CARE, Counseling Center and Center for Student Wellness & Health Promotion)

4.3 Develop and launch at least four eLearning/training platform by 2025 for Campus Recreation student staff to enhance onboarding, facilitate development, and decrease training costs.

**Performance Metrics:**
- Monitor annual progress towards the development of these four training platforms

**Disability Services Center**

4.4 Enhance Anteater Ally (students) and disAbility Ally (faculty, staff, TAs) training programs

**Performance Metrics:**
- Conduct post-test measurement to assess attitudinal and learning changes

4.5 Provide quarterly disAbility Ally trainings for staff to enhance the campus’ awareness of diversity as it relates to disability and provide strategies to demonstrate equity in a positive environment.

**Performance Metrics:**
- Conduct post-test measurement to assess attitudinal and learning changes

**Campus Recreation**

4.6 Provide opportunities for the Club Sport Council members to facilitate community service, social and fundraising events to engage participants within the Club Sport program to give back, foster relationships and build capital.

**Performance Metrics:**
- Assess annually through number of events conducted
Office of Campus Organizations
4.7 Expand advisory staff for registered campus organizations, including staff capacity and innovative technology

**Performance Metrics:**
- Increase the percentage of campus organization advisors annually and report the progress
- Develop technology upgrade plan and monitor its progress annually

4.8 Create a one-stop facility with innovative resources, and technology for campus organizations.

**Performance Metrics:**
- Monitor annual progress towards the development of this centralized location
- Monitor resources and technology upgrading progress annually

4.9 Establish a fully funded leadership institute for all campus organizations - promoting conflict resolution, free speech, communication, and diversity.

**Performance Metrics:**
- Report of fund acquisition for the institute
- Report on progress of staff and program development for the institute

Volunteer Programs
4.10 Expand Alternative Break to include services abroad to allow students to gain cultural competencies, personal and professional development, and transfer those skills upon re-entry back to campus.

**Performance Metrics:**
- Monitor and report on expansion plan and progress annually of Alternative Break abroad
- Report pre and post data on student learning on cultural competencies, personal development, and professional development

Greek Life
4.11 Expand leadership institutes for fraternity/sorority members that are fully underwritten by community partners.

**Performance Metrics:**
- Annually increase the number of leadership institutes offered to reach the target goal of overall increase by 2025

New Student & Leadership Programs
4.12 Implement mandatory new student seminars for all incoming first year students to promote awareness of campus resources, wellness and citizenship education.

**Performance Metrics:**
- By 2018, develop a mandatory program for incoming first year students
- Measure and report on new knowledge and skills augmented
COLLABORATE THROUGH STRATEGIC PARTNERSHIPS

Foster internal and external partnerships for the benefit of students, campus and community.

### 5.1 Strengthen and deepen partnership with the Office of the Provost to enhance the academic enterprise of UCI.

**Performance Metrics:**
- The number of joint events conducted annually

### 5.2 Enhance the Esports Arena and gaming experience for competitors and students.

**Performance Metrics:**
- The number of projects developed with external partners
- The number of projects with the academic and research domains of the university

### 5.3 Engage in dynamic collaboration with external and internal partners to pursue strategic enrollment goals of recruitment and outreach programming that would build on individual unit strengths. Leverage data collateral between units to ensure optimization of systems and coordination of metrics.

**Performance Metrics:**
- Develop new programs and track enrollment metrics for prospective student populations
- Develop new cross-functional engagements such as operational collaboration between admissions, financial aid and community partnerships that support campus enrollment goals

### 5.4 Partner with the Center for Student Wellness & Health Promotion, Housing and the Anteater Recreation Center to provide cooking experiences that provide basic cooking skills, exposure to healthy nutrition and promotion of local foods at affordable rates.

**Performance Metrics:**
- Track attendance at cooking demonstrations on nutrition and meal preparation for students
- Conduct post-cooking demo participant surveys to measure effectiveness of the courses by asking participants if they believe they can replicate the dish, if they feel it would be affordable to make, and if they would make the dish in the future
5.5 Leverage strategic partnerships to provide quality and efficient services at low cost to students.

**Performance Metrics:**
- Monitor costs for students
- Test the marketplace for food pricing every ten years

**Student Government & Student Media**

5.6 Improve event impacts and efficiencies for programs offered by Student Government & Student Media by identifying new partnerships and refining collaborative programming to ensure program purposes aligned to SA strategic goals, resources, and opportunities.

**Performance Metrics:**
- Improve and increase partnership efficiencies with pre- and post-meeting communications of the events to compare to previous years

**Campus Recreation • Student Health Center**

5.7 In coordination with UCOP Risk Management and Student Health, implement a concussion protocol program that provides club sport participants with education and a back-to-study protocol to limit the risk of injury from head trauma.

**Performance Metrics:**
- Success will be measured by having a certified athletic trainer manager complete baseline testing and education for all club athletes, and having a written protocol in place for concussion management

**Center for Student Wellness & Health Promotion • Counseling Center • Child Care Services**

5.8 Build on partnerships with the School of Social Ecology and the Program in Public Health to expand their internship and field study programs by broadening opportunities and increasing the number of internships.

**Performance Metrics:**
- Increased number of opportunities in the Wellness, Health, and Counseling cluster for students pursuing academic internships

**Campus Social Worker • Counseling Center**

5.9 Enhance partnership with off-campus services agencies (e.g., mental health providers, food security agencies, housing security agencies) to supplement resources provided to students.

**Performance Metrics:**
- Continue to survey students about effectiveness of referrals and meet regularly with off-campus providers to optimize referral relationships

**Campus Recreation • Center for Student Wellness & Health Promotion • Student Health Center**

5.10 Develop joint program offerings in the areas of nutrition, cooking and fitness that enhance the wellbeing of students through increased knowledge and skills.

**Performance Metrics:**
- Create a spreadsheet to track all collaborative projects, programs and services
- Survey students regarding effectiveness of programmatic offering
CARE
5.11 Expand access to healing opportunities and enhance visibility of resources for survivors of sexual violence.

Performance Metrics:
• Successful development of video content and collaborative program offerings that introduce campus community to available services

Student Health Center
5.12 Maintain and enhance strategic partnerships with Sue & Bill Gross School of Nursing and the School of Medicine to provide excellent clinical care for patients.

Performance Metrics:
• Maintain MOUs regarding training opportunities for nursing and medical students

Campus Recreation
5.13 Expand strategic partnerships with the School of Medicine, UCI Health Medical Center, and city of Newport Beach with culinary medicine elective offerings, medical center fitness services, and Marina Park partnerships.

Performance Metrics:
• Measure student satisfaction and community partner satisfaction

Center for Student Wellness & Health Promotion
5.14 Maintain community partnerships to promote student behaviors for sustained health by tracking community affiliations and public service provided by the Center for Student Wellness & Health Promotion program manager.

Performance Metrics:
• Create a spreadsheet to document CSWHP staff involvement in community-based coalitions/committees, and any leadership roles held.
• Document when new community-based partners are brought in to do student and/or staff training, events, programs and/or services
International Center
5.15 Initiate new and strengthen existing partnerships to enhance efficiency and effectiveness and deliver unique programs and services

Performance Metrics:
• Identify new partners and what they can offer the Center. Report annually on the progress of this list and its partnership activities
• Develop metrics and report annually on Center effectiveness of offered programs and services
• Report annually on unique programs that Center offers based on these strategic partnerships

Cross-Cultural Center
5.16 Work from an intentional, intersectional framework in collaboration with all the identity centers to better serve our students.

Performance Metrics:
• All identity centers of the Cross-Cultural Center will collaboratively develop an annual event/program that is intentional and intersectional in framework with clearly articulated learning outcomes.
• Through assessment tools and data collection of these outcomes, report annually on learning outcomes and number of students served.
• Report on the nature and number of external agencies, NGOs and other pertinent organizations involved with these activities/events

5.17 Through campus collaboration, develop Common Calendar to inform and increase awareness of services, avoid duplication and promote supportive programming

Performance Metrics:
• Develop Common Calendar by 2018 and continuously update and enhance its services
CREATE HEALTHY COMMUNITIES & WELLNESS-MINDED INDIVIDUALS

Recognizing that Student Affairs shares the common goal of supporting health and wellness at UCI, we also seek to serve the diverse needs of students, staff and faculty. This includes expanding co-curricular capacities to ensure a place for all to find support, self-awareness and opportunities for engagement. Through deliberate design and architecture, we connect students to the culture of UCI.

6.1 Achieve national leadership as a higher education institution in providing food and basic needs security to our students as a way to meaningfully support and advance their educational success

**Performance Metrics:**
- Benchmark student numbers (from 2018) who require food, resources and crisis management help and develop a systematic plan to annually reduce that number. Report annually and engage in continuous improvement.

6.2 Create sustainability and wellness-minded students and student leaders who can think globally and act locally by providing educational opportunities focused on personal and community wellness.

**Performance Metrics:**
- Increased student engagement with global food security and sustainability efforts through research and community service.

**Student Housing**

6.3 Develop services and resources that support wellness and resilience and reduce risk factors in residential environment.

**Performance Metrics:**
- Track attendance and utilization of resources and support programs
- Measure student engagement through pre and post surveys

**Child Care Services**

6.4 Support student parent retention and staff and faculty professional productivity by providing high-quality child care services.

**Performance Metrics:**
- Assess parent satisfaction yearly through parent surveys. Assess numbers on graduating parents.

**Campus Social Worker**

6.5 Educate and advise students regarding resources, such as basic needs and mental health, to address their overall well-being.

**Performance Metrics:**
- Campus Social Worker quarterly survey
**Counseling Center**

6.6 Meet student mental health needs by providing outstanding outreach and clinical services.

**Performance Metrics:**
- *Meeting student needs for initial assessment within 10 business days and collect results from client satisfaction surveys and evaluation data*

6.7 In partnership with campus academic partners, conduct campus climate scan to determine if social rather than intra-psychic issues contribute to the etiology of client distress.

**Performance Metrics:**
- *Develop and implement tools to conduct campus environmental scan that can identify both social and intra-psychic issues. Implement/operationalize scans on campus on an agreed upon regularity*
- *Successfully analyze collected data*
- *Report analysis and recommend actions to resolve issues of client distress*

**Student Health Center**

6.8 Maintain our national recognition as a Student Health facility that supports national wellness standards of excellence.

**Performance Metrics:**
- *Maintain accreditation by the Association for Ambulatory Health Care, Inc. (AAAHC)*

6.9 Educate and prepare student patients in appropriate preventative care strategies.

**Performance Metrics:**
- *Students will report confidence in understanding care plans provided by medical personnel*

**Campus Recreation • Student Health Center**

6.10 Enhance collaboration between Campus Recreation and Student Health to provide educational programs to staff, club sports participants and ARC patrons with the goal of promoting sports injury awareness and prevention, general wellbeing and life skills.

**Performance Metrics:**
- *Survey students regarding effectiveness of programmatic offering*
- *Query athletic trainer and Student Health staff regarding injury reporting statistics*

**CARE**

6.11 Expand online support resources and increase advocacy staff to reflect increasing utilization rates and populations served.

**Performance Metrics:**
- *Maintain appropriate number of staff and amount of advocacy support to meet student needs*

**Disability Services Center**

6.12 Educate and advise students with disabilities regarding disability management.

**Performance Metrics:**
- *Solicit feedback from counselors regarding client access to disability services*
- *Solicit feedback from students receiving disability support*
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