

## Strategic Priorities and Focus Areas

### Priority 1: Student Engagement to Achieve Student Success

The Division of Student Affairs is committed to enhancing student success through intentional learning and development-oriented engagement opportunities. To be a true “co-curricular” partner in enhancing the academic mission, we must complement and build upon the student learning and skill development occurring in the classroom. To create an environment in which all students can benefit and thrive, we must provide engagement programs, services, and facilities that explicitly value and serve the diverse backgrounds, identities, and life experiences within our campus community.

*Alignment with institutional priorities:*

- Strategic Imperative 1 — Shape Tomorrow’s Leaders
- Strategic Imperative 3 — Positively Impact Humanity
- Inclusive Excellence (students)

#### • Focus Area 1: Skill Development

The Division’s programs, services, and facilities must enhance the skills students develop through academic study and activate additional, complementary skills that prepare students for future professional and personal pursuits. We must offer intentional, research-based engagement pathways that facilitate student learning and development in progressively more complex stages, mapping the student journey from transitioning to college to graduating senior leaders.

- **1A. Skill Development through Student Involvement & Leadership:** *student organizations, mentorship, community-building programs and events, experiential learning, student leadership programs, involvement with student support services, and similar initiatives.*
- **1B. Skill Development through Student Employment:** *student employment opportunities, paid or volunteer, on campus or off campus.*

#### • Focus Area 2: Health, Wellness, and Safety

For the Division to effectively contribute to student success, we must serve as a campus leader in offering programs, services, and facilities that improve and maintain student well-being. Promoting the health, wellness, and safety of students must be a holistic, collaborative approach and include a focus on physical and mental health, interpersonal relationship skills, alcohol and other drug harm reduction, and self-efficacy. We must serve as campus experts and visionary, pro-active advocates for positive health behaviors and risk reduction.

#### • Focus Area 3: Inclusion, Intercultural Awareness, and Intercultural Competence

The Division plays a critical role in co-creating a campus environment in which all community members feel at home, welcome, and safe. We must provide a reflective, challenging yet supportive environment in which students can build intercultural competencies: the motivation and skills to dialogue about and through difference. Developing intercultural competence benefits current students and the campus community, and it also provides critical skills students will need after graduation. Our commitments to inclusion should also be reflected in designing our policies and procedures with a diverse student population in mind.

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## Priority 2: Significance

In order to enrich the academic mission of the University, the Division of Student Affairs must effectively communicate our purpose, values, and accomplishments to a variety of constituencies. By enhancing partnerships and strengthening collaborations, Student Affairs is able to better meet the needs of students, families, campus partners, and communities.

*Alignment with institutional priorities:*

- Strategic Imperative 1 – Shape Tomorrow’s Leaders
- Strategic Imperative 2 – Be the Top University for Innovation
- Inclusive Excellence (faculty and staff)

- **Focus Area 1: Strategic Marketing and Communication**

Our communication strategies must effectively convey the purpose and value of the Division’s role and provide relevant, timely information. We will utilize accessible, relatable, and meaningful language and platforms to communicate among our own units and staff (internal) and with our students, their families, and our campus and community partners (external).

- **Focus Area 2: Student Affairs Role in Advancing the Academic Mission**

The Division of Student Affairs is part of the Academic Affairs portfolio, reporting through the Provost, and serves an integral role in student academic success. We must be more intentional and strategic in how we define and communicate our role in advancing the academic mission. Division staff collaborate with faculty, academic advisors, and other academic partners through formal and informal channels; we must elevate the visibility of such efforts, better educate the campus about our contributions, and identify areas in which we can scale up or enhance relationships.

- **Focus Area 3: Inclusion, Intercultural Awareness, and Intercultural Competence**

Student Affairs plays a critical role in co-creating a campus climate in which all community members feel at home, welcome, and safe. We are committed to embracing and celebrating our differences and to holding our staff and our campus partners accountable to advancing our shared values of inclusion, equity, and social justice. We must provide clear expectations, roadmaps, and staff development opportunities in the area of intercultural competence.

- **Focus Area 4: Assessment and Strategic Planning**

To maximize the breadth and depth of our impact on the student experience, the Division must engage in robust outcomes assessment and strategic planning processes that align with institutional level priorities. We will create dynamic, creative, and action-oriented assessment and planning cycles that lead to continuous improvement of our programs, services, and facilities.

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### **Priority 3: Sustainable Resource Management**

Sustainable Resource Management describes how the Division of Student Affairs fosters effective, efficient, and accessible campus operations in three areas: financial resource management; staff recruitment, retention, and development; and environmental sustainability. An intentional focus on these areas encourages the Division to optimize auxiliary, gift, general fund and student fee money; invest in a diverse and skilled staff; and provide pro-active leadership in sustainability.

*Alignment with institutional priorities:*

- Strategic Imperative 2—Be the Top University for Innovation
- Strategic Imperative 3—Positively Impact Humanity
- Inclusive Excellence (staff)

- **Focus Area 1: Financial Resources**

At all levels of the Division, we must leverage all sources of revenue, maximize efficiencies, pursue creative and innovative use of funds, and operate with short-term and long-term financial plans. Thoughtful, strategic management of our financial resources ensures we can provide the best services, programs, and facilities for our students and the campus.

- **Focus Area 2: Staff Recruitment, Development, and Retention**

We must cultivate the full potential of our human resources by recruiting a highly skilled, committed, diverse team and then providing the knowledge, tools, and support they need to be innovative and visionary in serving students and the campus community. Specifically, we must approach human resource processes in an organized, strategic manner to ensure that we maximize our talent pool and promote a learning and development curriculum for staff. We must cultivate a positive work environment that helps retain our valued staff.

- **Focus Area 3: Environmental Sustainability**

The Division must work to eliminate negative environmental impacts from our programs, services, and facilities. Likewise, we must recognize and respond to the ways in which sustainability can enhance social justice and economic equity for all campus and community stakeholders. We provide leadership and serve as a model to the campus community, going beyond the scope of the Division, in implementing our work.



Division of Student Affairs

UNIVERSITY OF COLORADO **BOULDER**