

<b>STUDENT AFFAIRS MISSION</b>	Assisting students to achieve their goals and potential.			
<b>STUDENT AFFAIRS MOTTO</b>	Making it happen.			
<b>STUDENT AFFAIRS VALUES</b>	<ul style="list-style-type: none"> <li>• Student success</li> <li>• Partnerships</li> <li>• Innovation</li> <li>• Meeting students “where they are”</li> <li>• Employee potential</li> <li>• Service</li> </ul>			
<b>UPSTATE STRATEGIES AND RESULTS</b>	<b>INTEGRATION</b> Upstate will be one university, connected by mission and aligned leadership, integrated through a culture of inclusion, transparency and trust.	<b>INNOVATIVE LEARNING AND DISCOVERY</b> Upstate will be the destination of choice for patients and innovative employees, educators, learners and researchers.	<b>COMMUNITY IMPACT</b> Upstate will be a collaborative and trusted partner in service to our communities.	<b>EXECUTION AND GROWTH</b> Upstate will be an excellent university growing through aligned decision making, efficient, effective operations, quality services, and a dedicated and diverse workforce.

PERSPECTIVE	STRATEGIC OBJECTIVES AND STRATEGY MAP	STUDENT AFFAIRS PERFORMANCE MEASURES	STUDENT AFFAIRS INITIATIVES
<b>LEARNERS, PATIENTS, COMMUNITY &amp; OTHER STAKEHOLDERS</b>	<p>★ Indicates the UMU institutional Objectives this Strategic Plan will focus on impacting</p>	<ul style="list-style-type: none"> <li>• Number of applicants and matriculants from URM backgrounds</li> <li>• Number of applicants and matriculants from rural communities</li> <li>• Completion of mobile-friendly websites</li> <li>• Production of reinvigorated recruitment materials</li> <li>• Number of applicants and matriculants via new admissions pathway programs</li> </ul>	<ul style="list-style-type: none"> <li>• Explore cultural humility training for students</li> <li>• Website: Colleges/academic-focused website and mobile-friendly website</li> <li>• Partner with alumni for mentoring, recruitment, etc.</li> <li>• Improve social media presence</li> </ul>
<b>FINANCIAL STEWARDSHIP</b>		<ul style="list-style-type: none"> <li>• Number of financial literacy programs offered</li> <li>• Student satisfaction with financial literacy education</li> <li>• Data driven budget requests and staff actions</li> </ul>	<ul style="list-style-type: none"> <li>• Financial literacy workshops and resources for students</li> </ul>
<b>INTERNAL PROCESSES</b>		<ul style="list-style-type: none"> <li>• Execution of One University Commencement</li> <li>• Number of community-building programs offered across colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Increase interactions with all Deans/Colleges and better communicate student affairs Efforts Campus-Wide</li> <li>• Better use data for planning and assessment</li> <li>• One University Commencement</li> <li>• Explore single academic calendar and all inclusive orientation</li> </ul>
<b>ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)</b>		<ul style="list-style-type: none"> <li>• Actions taken in response to climate surveys</li> <li>• Offerings and evaluations of staff development initiatives</li> <li>• Offerings and evaluations of programs re: Cultural Humility and Climate</li> </ul>	<ul style="list-style-type: none"> <li>• Assess climate for students from marginalized identity groups</li> <li>• Explore campus-wide learning communities</li> <li>• Increase professional development for staff &amp; students</li> </ul>

## Additional Priorities, Possible Initiatives, and Recommendations Identified by Student Affairs

PERSPECTIVE	OUR UPSTATE TIER 1 STRATEGIC OBJECTIVE	ADDITIONAL STUDENT AFFAIRS TIER 2 PRIORITIES, POSSIBLE INITIATIVES, AND RECOMMENDATIONS
<b>LEARNERS, PATIENTS, COMMUNITY &amp; OTHER STAKEHOLDERS</b>	Increase Reputation of Excellence	<ul style="list-style-type: none"> <li>Increase community connections</li> </ul>
	Improve Health Outcomes	<ul style="list-style-type: none"> <li>Connecting students to research (intentionally and up to date resources)</li> <li>MPH Lunch &amp; Learn on community health needs in which to connect student efforts</li> <li>Proposal for UMU Initiative: Update and enhance recreation / gym facilities</li> </ul>
	Reduce Health Disparities	<ul style="list-style-type: none"> <li>Lead effort to increase student work with at risk populations</li> </ul>
	Increase Access	<i>Refer to the Strategy Map on the reverse side of this document for the initiatives related to this Strategic Objective</i>
<b>FINANCIAL STEWARDSHIP</b>	Improve Fiscal Responsibility and Transparency	<ul style="list-style-type: none"> <li>Use data to justify budget request</li> <li>Simplified hiring process for student assistants / work study students</li> <li>Five year planning projections – staff and budget</li> </ul>
	Improve Financial Performance	<ul style="list-style-type: none"> <li>Fill traditionally-lagging programs</li> <li>Discover and take advantage of grant opportunities</li> <li>Proposal for UMU Initiative: Increase graduate level programs</li> </ul>
<b>INTERNAL PROCESSES</b>	Improve Efficiency & Accountability	<ul style="list-style-type: none"> <li>Online scheduling of admissions interviews for students and interviewers</li> <li>WD/reject auto process for admissions</li> <li>Proposal for UMU Initiative: University IR department</li> </ul>
	Grow Programs & Community Partnerships	<ul style="list-style-type: none"> <li>Offer opportunities for staff to engage in service during work hours</li> <li>Offer additional on campus programs for high school and college students</li> </ul>
	Improve Quality	<ul style="list-style-type: none"> <li>Dedicated effort/staff for more specialized programs / products</li> </ul>
	Enhance Innovation	<ul style="list-style-type: none"> <li>Fully utilize features of current technology (Zoom, iCapture, etc.)</li> </ul>
	Increase Integration	<ul style="list-style-type: none"> <li>Inform staff of opportunities to be involved – Division and University</li> </ul>
<b>ORGANIZATIONAL CAPABILITIES (PEOPLE, FACILITIES, TECHNOLOGY)</b>	Increase Diversity, Equity, Access & Inclusion	<ul style="list-style-type: none"> <li>Prioritize diversity in hiring</li> <li>Focused &amp; formal recruitment of Native American students</li> <li>Develop support program for rural students (ala CSTEP for URM)</li> <li>Increase scholarship for URM students</li> <li>Stronger branding in multi-cultural affairs</li> </ul>
	Improve Culture of Trust	<ul style="list-style-type: none"> <li>Employee engagement events to include colleagues outside of the Student Affairs division</li> <li>Giving &amp; receiving feedback and acting on it - to/from students and colleagues</li> <li>Provide more opportunities to hear from students</li> <li>Department exit interviews with students and employees in the name of continued improvement (“stay” interviews; pulse surveys)</li> <li>Improve response rate of All-University Student Opinion Survey</li> </ul>
	Increase Workforce Satisfaction	<ul style="list-style-type: none"> <li>Up-to-date technology</li> <li>More regular recognition of personal triumphs</li> <li>Proposal for UMU Initiative: Need more pride in facilities (e.g. basement, stairwells, etc.)</li> </ul>
	Optimize Technology, Facilities & Support Services	<ul style="list-style-type: none"> <li>Implement ARGOS (replaces Self-Serve and makes data more accessible)</li> </ul>