

# Student Affairs Strategic Plan 2023-2026

*This strategic plan is a living document that may be modified to help Student Affairs meet evolving needs and is meant to be a guide for strategic initiatives as well as the work of Student Affairs units more generally. Each unit and staff member should be able to see how their work supports pieces of this plan. The priorities and direction within this plan should also serve as a guide to the work various units do in support of and in collaboration with all Penn State campus locations.*

## Mission

Penn State Student Affairs facilitates holistic student success for all students through purposeful advocacy, education, engagement, and support.

## Vision

Penn State Student Affairs aspires to achieve an exemplary level of innovative and student-centered programs, services, and infrastructure, in support of a growing and diverse population. We work to foster a sense of belonging for all communities while helping students learn to flourish and become world ready.

## Goal 1: Establish a Framework of Intentional Cocurricular Learning

Student Affairs provides opportunities for purposeful and intentional cocurricular education mapped to learning outcomes aimed at enhancing student success and flourishing.

**Objective 1.1:** *Socialize and implement an intentional educational framework throughout student affairs.*

**Objective 1.2:** *Revise the Penn State cocurricular learning outcomes.*

**Objective 1.3:** *Create/revise learning outcomes for cross-unit programs to include student health and well-being, student leadership, intercultural competence, and sustainability.*

**Objective 1.4:** *Develop and implement a division-wide assessment plan to demonstrate progress toward student achievement of the cocurricular learning outcomes.*

**Objective 1.5:** *Support Student Affairs units in developing unit and program level learning outcomes and assessment plans.*

**Objective 1.6:** *Evaluate existing Penn State partnerships and identify potential new partnerships that can improve our ability to deliver high impact cocurricular learning.*

## Goal 2: Advance Student World Readiness

Student Affairs encourages students to embrace challenge, develop resilience, and prepare for rewarding careers and life as engaged citizens.

**Objective 2.1:** *Expose students to ideas and experiences that create dissonance, evoke thought, and promote personal growth.*

**Objective 2.2:** *Engage students in meaningful career exploration designed to help them to align their interests, abilities, and values with career aspirations.*

**Objective 2.3:** *Help students develop the skills and tools to articulate the value of their education.*

**Objective 2.4:** *Educate students about their responsibilities as local and global citizens.*

**Objective 2.5:** *Advance student understanding of sustainability through educational, experiential, and engagement opportunities.*

## Goal 3: Assist Students in Overcoming Barriers to Success

Student Affairs strives to provide students with support and advocacy as they navigate life and the college experience, recognizing there are many ways in which students can be marginalized that may require more intensive advocacy and/or support.

**Objective 3.1:** *Increase awareness of campus and community support and advocacy services, programs, and resources.*

**Objective 3.2:** *Improve the integration, communication, and partnership among campus and community support services.*

**Objective 3.3:** *Partner with parents and families to help students achieve better outcomes.*

**Objective 3.4:** *Identify barriers to success that particularly limit marginalized students and focus programs and services to support those students.*

## Goal 4: Foster Student Diversity, Equity, Inclusion, and Belonging (DEIB)

Student Affairs is committed to all aspects of student development through a framework of inclusive excellence and equity informed practice.

**Objective 4.1:** *Identify and close equity gaps in student access of programs and resources.*

**Objective 4.2:** *Create an intentional learning framework that advances student knowledge and attitudes about equity and inclusion to improve the Penn State community and "empower students for citizenship, life, and work throughout their lifetimes." (The Boyer 2030 Commission)*

**Objective 4.3:** *Focus programming for students, especially those with marginalized identities and their allies, on forms of advocacy and activism to help foster positive change.*

**Objective 4.4:** *Promote civil discourse and the productive exchange of divergent viewpoints through educational programming designed to improve the campus climate.*

**Objective 4.5:** *Support and expand facilities that promote community and engagement for students with marginalized identities to ensure facilities meet evolving needs.*

## Goal 5: Create Campus Environments Focused on Student Well-being

Strengthen the campus environment to support the holistic well-being of students through a framework of flourishing.

**Objective 5.1:** *Focus educational programs to promote student flourishing and its four supporting dimensions: psychological and emotional well-being; physical health; social and community engagement; and intellectual, spiritual, and aesthetic development.*

**Objective 5.2:** *Create new outdoor and indoor space designed to provide students with opportunity for contemplative practice, mindfulness, stress-reduction, and embodied movement.*

**Objective 5.3:** *Improve the integration of health and well-being services for students by promoting stronger partnership among units focused on health education, clinical services, and recreation.*

**Objective 5.4:** *Transform health and well-being programs, services, and facilities to more effectively meet the needs of students from marginalized identity groups.*

**Objective 5.5:** *Implement other approved recommendations of the Task Group on Student Mental Health and Well-being.*

## **Goal 6: Improve Operational Effectiveness and Efficiency**

While students remain at the core of our work, the strategic deployment and maintenance of resources is crucial to our success in addressing other themes in this plan. Student Affairs is committed to leveraging our people, budget, time, and expertise in efficient ways that allow us to be proactive and nimble.

**Objective 6.1:** *Offer staff development opportunities that enhance employee skills and knowledge, especially around student learning, health and well-being, sustainability, and DEIB.*

**Objective 6.2:** *Partner with relevant units to enhance the health and well-being of our staff.*

**Objective 6.3:** *Identify and implement strategies to recruit, on-board, and retain a diverse and culturally competent staff.*

**Objective 6.4:** *Generate new revenue, increase development fundraising, and identify other financial opportunities to support strategic initiatives.*

**Objective 6.5:** *Implement technological infrastructure to support evolving student and staff needs.*

**Objective 6.6:** *Reimagine the work of Student Affairs with the emergent need for remote work and virtual student cocurricular learning.*

**Objective 6.7:** *Recognize and value the interconnectedness of every staff member and celebrate their contributions to the overall mission and success of Student Affairs.*