



Penn State Student Affairs



Strategic Plan 2017-2020



PennState
Student Affairs



Introduction

At Penn State, learning does not take place solely in the classroom. Outside the classroom, Student Affairs provides students with a web of support and opportunity. Our many student-centered services include helping students explore careers, find opportunities to apply classroom skills to practical experiences, grow as leaders, create an inclusive culture, explore facets of their identity, and realize a healthy lifestyle.

Student Affairs assumes primary responsibility for many aspects of the student experience. We are subject-matter experts in a wide range of areas impacting student life.

This strategic plan articulates the common purpose and direction of all units within Penn State Student Affairs from July 2017 through June 2020, while acknowledging the need to balance a proactive plan with the ability to be responsive to evolving student needs. In line with the Penn State strategic plan, this plan directly connects the work of Student Affairs to the University's vision of becoming a leader in "learning and engagement that facilitates innovation, embraces diversity . . . and sustainability, and inspires achievements that will affect the world in positive ways."

Vision

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



Goal 1: Citizenship, Engagement, and Leadership Development

Student Affairs facilitates opportunities for engagement, leadership development, and collaboration. We aim to equip students with the tools to be responsible and active citizens in the communities in which they engage.

Objectives

- 1.1** Improve existing services, programs, and resources for students on civic engagement and leadership development.
- 1.2** Educate students on local and global citizenship and their roles and responsibilities as community members, including affecting sustainability on both small and large scales.
- 1.3** Build student awareness of and engagement in activities that foster ethical and responsible civic involvement.
- 1.4** Support student leadership development.
- 1.5** Support Student Affairs staff development on civic engagement and ethical behavior and encourage modeling.



Goal 2: Support and Advocacy

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

Objectives

- 2.1** Provide more comprehensive support for marginalized students.
- 2.2** Better facilitate and coordinate service to parents and families of students.
- 2.3** Centrally coordinate and implement support services.
- 2.4** Formalize support for student activism and expression.
- 2.5** Increase access to career services, programs, and resources.



Goal 3: Equity, Diversity, and Inclusion

Student Affairs will facilitate the growth of students and staff in the areas of social justice, cultural humility, and communicating productively across difference.

Objectives

- 3.1** Improve staff training to address cultural humility, microaggressions, implicit bias, and social identity in relationship to serving students and their multiple identities.
- 3.2** Enhance students' ability to communicate with others across difference.
- 3.3** Develop student knowledge and skills around ethical decision-making, empathy, individual leadership, and personal accountability.



Goal 4: Improve the wellness of students and employees within Student Affairs

Student Affairs promotes wellness as a foundational value in support of all we do. Wellness, a multidimensional and holistic approach to life, is an active process through which people become aware of and make choices toward a more successful Penn State experience. Wellness includes the following nine dimensions: physical, social, emotional, spiritual, financial, cultural, environmental, occupational, and intellectual.

Objectives

- 4.1** Enhance student wellness by creating innovative programs and services to meet the developmental needs of all students.
- 4.2** Partner with OHR and other relevant units to tailor staff-development opportunities to enhance employee wellness and encourage and support staff to internalize and model healthy behavior.
- 4.3** Create a wellness group to better coordinate wellness services and programs for students.
- 4.4** Advocate for University policy changes that will support a healthier community for both on- and off-campus students.



Goal 5: Enhance Organizational Effectiveness within Student Affairs

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

Objectives

- 5.1** Purposeful investment in activities, programs, technology, and space that promote collaboration and student success.
- 5.2** Identify and implement strategies to recruit and retain a diverse staff.
- 5.3** Identify additional and sustainable sources of revenue to support unit initiatives.
- 5.4** Improve management infrastructure to support evolving student and staff needs in a rapidly changing and dynamic world.