Strategic Planning in Student Affairs
2012-2015
From the Vice President/ Summer 2013

I’m pleased to present the Student Affairs Strategic Planning document. Creating the plan required a great deal of effort. I am grateful for the time and talent that many people contributed to this final product. However, the real work now begins to implement the plan.

Too often, planning is viewed as the end goal. Lovely documents are printed and distributed, and vice presidents house them in their bookcases, admiring them as if by their very existence they are testament to excellence and accomplishments. While I certainly like the way this one looks and sounds, I also feel strongly that it needs to be constantly evolving and it needs to be used.

Good strategic planning is a fluid but disciplined process that identifies how limited resources are marshaled to accomplish key objectives. The world of higher education is becoming more dynamic every year. No longer are budgets, enrollments, markets, and public perceptions stable or predictably favorable. In this environment, we must be able to surge resources toward opportunities or redirect efforts that we discover are ineffective. Without a clear direction—without a plan—such adaptations run the risk of sending us all over the place and not accomplishing our goals.

Ultimately, the plan is about fundamental choices to shape our future by wisely deploying our time, talents, energy, and money.

In order to meet the deliverables identified in the plan, our organization must embrace a shared sense of purpose and improve communication. For this reason, we have created an objective under the visibility initiative to develop clear branding and messaging about Student Affairs goals and philosophy.

We are embarking on an exciting course. It will require persistence and focus. I also know it will provide opportunities for celebration as we accomplish our goals.

Best,

Stacey Morgan Foster, JD
Vice President for Student Affairs
I. Overview ............................................................................................................................................4

II. Mission, Vision, Values ....................................................................................................................6

III. Student Learning Domains ...........................................................................................................7

IV. Summary ...........................................................................................................................................8

V. Initiatives 2012-2015

STUDENT SUCCESS
  Improve Services and Access for Veterans .........................................................................................9
  Improve Residential Experience ........................................................................................................10
  Improve Campus Life ........................................................................................................................11
  Attract and Retain Students .............................................................................................................12
  Improve Services for Students with Disabilities ..............................................................................14
  Improve Orientation ........................................................................................................................15
  Improve Resources for Students in Crisis .......................................................................................16
  Improve On-Campus Student Employment ....................................................................................17
  Improve Services for Riverpoint Students .....................................................................................18

INSTITUTION OF INNOVATION
  Improve and Increase On-line Access ..............................................................................................19

COMMUNITY ENGAGEMENT
  Increase Internship Participation by 5% .............................................................................................20
  Enhance Dialogue and Partnership with Community ......................................................................21

VISIBILITY
  Develop Clear Branding and Messaging ..........................................................................................22
  Achieve and Publicize National Recognition ..................................................................................23
OVERVIEW

Plan Development

The Student Affairs Strategic Plan identifies objectives and activities at the divisional level to support the University’s Strategic Plan initiatives:

- Student Success
- Institution of Innovation
- Community Engagement
- Visibility

This report describes how Student Affairs is engaged in action planning with each initiative for 2012-2015. Each department within Student Affairs also has developed individual objectives for a one year period (2012-2013) that build upon the University and Divisional foundation.

This Plan was developed through discussions with the Student Affairs Council (a leadership team comprising the unit directors of departments). Collected feedback was then synthesized and refined by the Senior Team (a leadership team of eight senior level professionals) and the Vice President. An iterative process then followed wherein directors discussed the developing plan and shared it with their staff members for feedback and as a springboard for departmental planning.

As with any planning process, our work responds to changing trends and dynamics. Consistent, however, is the commitment to the four key initiatives. How we will accomplish these initiatives, the tactics and resources needed to address them, must certainly adapt to conditions. For this reason, we anticipate regular review of our plan to ensure meaningful, measurable and results-oriented activities.

About the Metrics and Timelines Specified

Unless otherwise noted, actions and deliverables are noted by major quarters and are anticipated to be completed by the end of those quarters. A timeline of Fall 2013 indicates the completion of the task by the end of the Fall 2013 quarter.
About Student Affairs

Providing services and programs that facilitate academic success and personal development in a learning-centered environment, Student Affairs departments are an integral part of a student’s holistic educational experience beginning prior to enrollment and extending beyond graduation. Departments within Student Affairs include those delivering student development programs, support services, and enrollment services. Through a variety of interactions, staff members address the whole student experience from the mundane to the life-changing and ensure that the needs of students receive advocacy and visibility on campus. At EWU, the vision of Student Affairs is to engage students along their transformational journey to develop self-confidence, a sense of purpose, resiliency, critical thinking, and active citizenship.
MISSION, VISION, VALUES

Mission

We, in the Division of Student Affairs, support Eastern Washington University’s mission by promoting and contributing to a university centered on student learning and success.

To accomplish this, we will:

- lead the campus in delivering purposeful programs and services that address the holistic development of the student;
- identify and respond to students’ needs with personalized student services;
- create and maintain a healthy and safe environment that supports and sustains recruitment, retention, and student success;
- cultivate positive relationships among students, faculty, staff, and the broader community;
- link academic and co-curricular learning experiences;
- establish high standards that promote civic responsibility and mutual accountability;
- foster an inclusive and diverse community where civility and respect for each individual are valued and expected.

Vision

Engage students along their transformational journey to develop self-confidence, a sense of purpose, resiliency, critical thinking, and active citizenship.

Values

Because students are the most important part of what we do, as student affairs professionals we value:

- Integrity
- Respect
- Commitment
- Creativity
- Collaboration
- Inclusivity and Diversity
STUDENT LEARNING DOMAINS

Student Affairs develops specific learning outcomes based upon the domains developed through Learning Reconsidered\(^1\). Departmental student learning outcomes are included in each unit's strategic plan and the annual report.

**Civic Engagement:**
Recognize role within a community and act in a manner consistent with personal values.

**Cognitive Complexity:**
Analyze an issue from multiple perspectives.

**Humanitarianism:**
Engage in diverse experiences outside one's comfort zone and develop understanding of others and a commitment to dignity and respect.

**Inter & Intra-Personal Competence:**
Develop realistic self-appraisal and personal values, as well as high functioning skills interacting with others.

**Knowledge Acquisition, Integration & Application:**
Synthesize classroom experiences with life experiences and influence behavior.

**Persistence & Academic Achievement:**
Manage the college experience through planning, resources and support, resulting in the degree.

**Practical Competence:**
Master basic life skills to be economically successful, maintain health, wellness and live a purposeful and satisfying life.

---

The diagram below summarizes the University’s four strategic initiatives and the specific Student Affairs objectives that support each.

**INSTITUTION OF INNOVATION**
- On-line access to support services

**COMMUNITY ENGAGEMENT**
- Internship participation
- Community dialogue

**VISIBILITY**
- Sharing goals and philosophy
- National recognition for programs

**STUDENT SUCCESS**
- Services and access for veterans
- Residential experience
- Campus life
- Attract and retain students
- Access to degree planning
- Services for students with disabilities
- Strong orientation program
- Support for students in crisis
- On-campus student employment
- Riverpoint student services
INITIATIVES, OBJECTIVES, ACTIONS, AND DELIVERABLES

INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Services and Access for Veterans

Access and programs will be improved by creating a physical home, establishing a working department staffed appropriately, and developing protocols for service, recruitment and support based on best practices beginning in July 2012.

ACTIONS:

- Establish physical location: identify space needs through discussions with staff, students and other stakeholders; provide design and funding; facilitate needed renovations and furnishings; develop community partners and secure donations to ensure a high-quality and professional environment.
- Scope, identify and fund personnel and budget.
- Establish department protocols and tracking system for students.
- Identify College faculty liaisons.
- Increase outreach and communications to students by Fall 2013: develop 2 print pieces and 1 video piece; provide quarterly newsletter to students in Fall 2012; establish baseline population data for enrolled students in 2012-2013; 3 social events, 4 campus workshops.
- Cultivate private giving and community support: develop 2 donor recognition opportunities; create on-line giving capacity; hold 1 open house; increase connections to area veterans groups and programs (4 by Fall 2014).
- Support legislative effort to improve residency determination for streamlined VA benefits by Winter 2013: identify issues related to residency status and financial aid tuition policy; develop white paper with input from campus leadership advocating for improved process/policy; build appropriate legislative relationships to support improvement.
- Evaluate and begin developing on-line program to improve assessment of prior training for credit in 2014-2015: develop budget proposals; investigate existing best-practice programs; collaborate with campus stakeholders in Enrollment Services, IT and Academic Affairs.
- Develop faculty and staff educational program (“Got Your 6”) focused on military culture, veteran student needs and best practices, creating a military and veteran friendly campus climate.

DELIVERABLES:

- 500 individual student office visits and 1,000 contacts with prospective students by Fall 2013.
- Applications increase by 10% over previous year by Fall 2013; and 10% growth each year for the next 2 years (2014, 2015). Retention increases by 2% over previous year by Fall 2014.
- “Got Your 6” training to 300 faculty & staff members by Spring 2013, with goal of 80% faculty and staff trained and sustainment program in place by 2015. Student satisfaction with services and perception of campus commitment remains strong as compared to Veterans survey conducted in Spring 2012.
- Private, community and grant support increases: 10 new donors and donations/grants of $10,000; 4 news stories supporting VRC and student veterans by Fall 2014; 5 new donors each year with total donation/grant goal of $20,000 per year by 2015.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Residential Experience

The on-campus experience will be enhanced by creating facility improvement plans, implementing a housing management system, expanding opportunities to be involved in Living Learning Communities, and improving housing for international students.

ACTIONS:

- Evaluate LLC program, with low-performing LLCs phased out by Fall 2013.
- Establish one new Living Learning Community for Fall 2013 and Fall 2014.
- Establish department protocols and tracking system for students involved in LLC's.
- Evaluate the pros and cons of a mandatory live-on requirement for freshmen with recommendations by Summer 2013.
- Strengthen customer relations by identifying and implementing a new housing management software by Spring 2013.
- Complete the New Residence Hall building project by Fall 2013.
- Identify the facility, program and budgetary needs for international student housing in collaboration with the Office of Global Initiatives staff by Summer 2013.
- Develop a ten year housing building renovation plan by Spring 2014.

DELIVERABLES:

- New residence hall will open Fall 2013 at 95% occupancy.
- International students living on campus will increase by 15% for Fall 2013 and have a 10% growth each year for the next 2 years (2014, 2015).
- Overall membership in LLC's will increase by 10% for Fall 2013 (as compared to 2011-12 number of 110 students) and an additional 5% growth for the next 2 years (2014, 2015).
- Housing Occupancy will have a 2% growth for Fall 2013 and 2% growth for (2014, 2015).
- A decision will be made regarding a freshman live-on requirement by Summer 2013.
- Phase 1 and Phase 2 facility improvements will be completed by Fall 2014.
- Discussions begin regarding next Housing building or renovation project by Fall 2015.
- Student satisfaction with their living environment will increase by 5% as measured against the mean from the 2012 EBI survey.
- The rate for second year residents returning to the halls will increase by 2% by 2014-2015 compared to 2013-2014 numbers.
- Attrition within the year will be reduced to no more than 12% annualized in 2014-2015.
- The percentage of residents making the Dean's list each quarter will be at least 25% overall for the population and 35% within the LLCs by 2014-2015.
- The retention rate of FTFT freshmen in the halls will exceed the general population by 2% by Fall 2015.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Campus Life

Assessment of key campus facilities and the development of five-year plans will set the stage for improvements to the social and recreational student spaces. These plans will reinforce the integration of learning throughout the environment to facilitate student development, retention, and success. Student Affairs will work collaboratively with Business and Finance and ASEWU to bring this initiative to fruition.

ACTIONS:

• Conduct assessment of student usage and inventory of current leadership, social and recreational spaces; identify additional and future space needs and recommendations through discussions with students, staff, and other stakeholders; hold minimum of 3 focus groups by Winter 2014.
  ▪ Scope and identify personnel, budget, timeline and specific subtasks for years implementation over a 5 year period by Winter 2014.
  ▪ Establish baseline maintenance costs for all studied facilities with appropriate cost centers identified by Spring 2014.

• Develop specific plan for Pence Union Building renewal and renovation in partnership with Business and Finance and ASEWU:
  ▪ Secure pre-design funding through S&A by May 2013.
  ▪ Select architect for pre-design by Summer 2013.
  ▪ Conduct pre-design process, ensuring strong student involvement by Winter 2014.
  ▪ Complete financial analysis to determine debt capacity and student fee implications by Spring 2014.
  ▪ Develop detailed communications strategy to inform students of plans; solicit feedback beginning in Winter 2014.
  ▪ Conduct student referendum for PUB renovation fee Spring 2014.
  ▪ BOT approval Summer 2014.
  ▪ Design process begins Summer 2014.
  ▪ Financing complete Summer 2014.
  ▪ Design complete Spring 2015.
  ▪ Construction begins Summer 2015.

DELIVERABLES:

• Increase student leadership/collaboration/programming space in PUB by 15%.
• Address deferred maintenance to ensure long-term use of facilities and capital value.
• Increase student participation in Campus Recreation programs by 10%.
• Increase year-round access for major Campus Recreation/IM programs.
• Increase student utilization of programming space in PUB by 10%.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Attract and Retain Students

Student enrollment will increase through a purposeful and assertive approach to enrollment management. Improvements will be implemented to outreach and recruitment capabilities, target development, student communications, financial aid leveraging, and international admissions processes.

ACTIONS:

- Design a provisional admissions process for lower quartile/at-risk freshmen by June 2013 to be implemented for 2014 admissions cycle.
- Identify strong student markets through predictive modeling and identify target name.
- Reinstitute the Strategic Enrollment Management Team to review and revise original SEM Plan by October 2013 for 3 year period 2014-2017.
- Create a Communication Plan consistent with SEM goals. Initial plans completed by September 2013; follow up plan completed in January 2014 integrating updated SEM Plan to include financial aid strategies.
- Create a Recruitment Plan consistent with SEM goals. Initial plans completed by July 2013; follow up plan completed in January 2014 integrating updated SEM Plan to include financial aid strategies.
- Develop an International Communication and Recruitment Plan in collaboration with the Office of Global Initiatives for international freshmen and transfer students; address marketing, use of agents, online presence, target countries, transfer opportunities regionally and nationally. Implement plan for admissions cycle 2014.
- Implement Customer Relations Management (CRM) system and improve communication development enhancing messaging at key decision points, facilitating personalized and discrete marketing messages to students and market segments.
- Review Financial Aid programs with recommendations for opportunities to leverage aid in support of recruitment and create a Financial Aid Plan.
- Align external student communications in Admissions, Financial Aid, Housing, and Career to strengthen brand and enhance student identity with campus.
DELIVERABLES:

- Provisional admissions process will result in at-risk students placed in support programs and tracked for retention and graduation success beginning in Fall 2014; goal of 2% retention improvement over cohort admitted in Fall 2010.
- Complete name buys for 2014 admissions cycle by Summer 2013; implement communication plan by Fall 2013; track and set baseline for applied/admitted/confirmed/enrolled students yielded from name buys by Fall 2014.
- Strategic Enrollment Management Plan completed by Fall 2013.
- Communication Plan completed and implemented by Fall 2013.
- Recruitment Plan completed and implemented by Summer 2013.
- International Communication and Recruitment Plan completed and implemented by Fall 2013.
- CRM fully implemented and targeted messaging being sent by Winter 2014.
- By Fall 2015, 25% increase in domestic student prospect contacts; 5% increase in domestic freshmen applications.
- By Fall 2015, 100% increase in international student prospects; 100% increase in international applications.
- By Fall 2015, average GPA of entering freshman class will be 3.28 or higher; average SAT will be 990 or higher.
- By Fall 2015, overall diversity of entering freshman class will increase by 2% over Fall 2012; transfer diversity will increase by 3% over fall 2012 transfer cohort.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Services for Students with Disabilities

Improve services for students with disabilities by expanding staffing, resources and office space by Fall 2013, resulting in a 5% increase in retention among students with disabilities by Summer 2015.

ACTIONS:

- Evaluate student disability services/resources (including testing space and adaptive technology resources) in context with national best practices and institutional goals. Based on survey data, evaluate student feedback to assess satisfaction and how well we are meeting students’ developmental needs. Winter 2014.
- Following an assessment of staffing, identify funding to support an additional accommodations specialist position by Summer 2013.
- Conduct a space assessment to document need for additional testing, adaptive technology, and social integration resources; identify new space and conclude physical office move by Winter 2014.
- Seek WAPED peer review to determine how EWU DSS compares to similar sized programs in the state by Spring 2014.
- Develop 2 joint workshops with VRC, to help connect student veterans with DSS by Fall 2013.

DELIVERABLES:

- Develop baseline student satisfaction metric, resulting in a 5% satisfaction rating in year 2.
- Develop baseline faculty satisfaction metric, resulting in a 5% satisfaction rating in year 2.
- Increase student testing seat space from 3 to 9 stations.
- Achieve a 5% increase in annual retention rate of students with documented disabilities, as compared to 2012 data, by Fall 2015.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Student Preparation for Success Through a Strong Orientation Program

By Fall 2013, new student orientation and transition programs will be improved through incorporating national best practices and enhancing developmental content for students and parents, resulting in increased attendance, increased satisfaction, and the development of student learning outcomes baseline data through session evaluations.

ACTIONS:

• Evaluate program in context with national best practices and institutional goals.
• Based on survey data, evaluate student and parent feedback to assess satisfaction and how well we are meeting students’ developmental needs.
• Reframe firstSTEP and Welcome Week (formerly called new student orientation) programs based on evaluation and survey data, highlighting developmental content (with a particular focus on academic expectations), minimizing transactional elements, and enhancing student/faculty/staff contact.
• Assess professional and student staffing model in order to accommodate program needs, making changes as required.
• Scope, identify and fund personnel and budget.
• Reframe evaluations based on revised program content; establish baseline student and parent learning outcomes for comparison in future years.
• Following delivery of revised program in first year, engage in campus-wide discussions with key stakeholders to assess success and areas of improvement, making necessary changes for 2014.

DELIVERABLES:

• Establish new department and revised staffing model by Winter 2014: New Student Transitions and Parent Programs, with paid student orientation leaders (in revised roles, bridging firstSTEP and Welcome Week responsibilities) and managerial staff lead.
• Launch slate of resources for parents/family members, including “Parenting During the College Years” session and parent lunch (incl. discussion of academic expectations) during firstSTEP, online information/newsletter, and at least two campus involvement opportunities per year by Fall 2013.
• Develop two new firstSTEP educational modules related to academic expectations.
• Increase student and parent attendance during firstSTEP programs by 10%.
• Increase student and parent satisfaction with firstSTEP programs by 5%.
• Increase student satisfaction with Welcome Week by 5%.
• Establish baseline student learning/outcome data for firstSTEP programs:
  ▪ 75% of new students who attend firstSTEP programs will develop and register for their first-quarter schedule with a minimum of 12 credits.
  ▪ 75% of new students will be able to name at least one faculty or staff member from whom they may seek advice during their time at EWU.
  ▪ 60% of new students will be able to identify a minimum of 2 GECR categories.
  ▪ 75% of new students will identify 2 involvement opportunities at EWU that they may wish to pursue.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Resources for Students in Crisis/Need of Support

Improve services for students in crisis by expanding staffing and resources by Fall 2013, establishing baseline retention rate for all student support and advocacy cases, to be increased 5% by Fall 2014.

ACTIONS:

- Develop new Student Support and Advocacy Manager position and complete hiring process by Winter 2013.
- In partnership with Alumni/Parent Association, promote and expand the student emergency food/assistance program by Fall 2013:
  - Develop program rules and student application process (following assessment of national best practices).
  - Increase number of students served by 25%.
  - Develop campus-wide communication regarding program availability.
- Launch quarterly workshops for faculty and staff regarding how to refer student cases and/or support students in crisis.
- In partnership with EWU Dining Services, collaborate to provide meals/food/coffee (via meal cards) to students in need.

DELIVERABLES:

- Establish baseline retention rate for student support and advocacy cases, with a goal to increase 5% by Fall 2014.
- Train a minimum of 50 faculty/staff through student referral/support workshops by Fall 2013; host a minimum of 4 workshops per year.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve On-campus Student Employment

Working on-campus helps students develop appropriate entry-level career search skills, good work habits, and professional competency. Through a unit review, Student Employment Services will improve student and workplace processes, increase training, increase connections to Career Services for students, and improve overall employer accountability to deliver a rewarding experience for student workers and employers beginning in Fall 2013.

ACTIONS:

- Review three best practices nationally for student employment by Summer 2013.
- Provide a white paper describing the role of Financial Aid in funding and accounting for on-campus student employment by Summer 2013.
- Review the distribution of work-study, relative to other campuses’ practices and make recommendations about EWU process by Summer 2013.
- Conduct two focus groups (student and on-campus employers) to assess the impact and quality of the on campus work experience and potential to leverage this experience to improve professional career development. Write up the results of focus groups by Fall 2013.
- Identify ideal space needs for process/record keeping functions, front counter functions by Winter 2014. Propose location and identify resources by Spring 2014.
- Create handbooks for basics of student employment: one for on-campus employers, one for students by Fall 2013.
- Create and conduct training sessions/program for on-campus employers and students beginning in Fall 2013; develop and administer a pre- and post assessment tools to measure general and administrative competencies in key areas by Fall 2013.

DELIVERABLES:

- Student employees will demonstrate general professional competencies by increasing their performance on the post assessment tool by 10% over their initial pre assessment by the end of the academic year.
- By end of Fall 2014, the process to apply for, select and document students for on-campus student employment will be easy to understand and articulated clearly in appropriate media, resulting in 5% fewer compliance/documentation problems from administrative units (as measured against 2011 levels) and greater satisfaction from employers (as measured against administrative unit focus group feedback from 2013).
- Students’ knowledge of campus resources and appropriate office protocols will improve 15% as measured by the post assessment tool.
- Walk-in traffic to Career Services will increase by 20%; general utilization of internship assistance and personal career guidance will increase by 10% as a result of having strong linkages to Student Employment Services, as measured against 2012-2013 levels.
INITIATIVE: STUDENT SUCCESS

OBJECTIVE: Improve Services for Riverpoint Students

Staff mix and programming will be reviewed for student satisfaction and a plan for improvements will be developed and implemented.

ACTIONS:

- Review 2009 assessment of Riverpoint services by Fall 2013.
- Document current services and programs by Fall 2013.
- Conduct 2nd student satisfaction assessment by Winter 2014.
- Develop a plan to fill gaps in services and/or programs by Winter 2014.
- Identify funding resources needed by Winter 2014.
- Implement plan beginning in Spring 2014.

DELIVERABLES:

- Implement any needed changes in staffing by Fall 2015.
- Student satisfaction will improve 5% over 2009 assessment by Winter 2014.
- Overall student utilization of Student Services Center will increase by 10% as measured against 2012-2013 data.
- 2 processes/services will be added to Services Center, eliminating need for students to go to main campus.
INITIATIVE: INSTITUTION OF INNOVATION

OBJECTIVE: Improve and Increase On-line Access to Support Services

By Winter 2014, through a partnership between Enrollment Services and Student Life, on-line support services will be reviewed and improved to increase access and support to students (both on and off campus) through the addition of new modules and enhancement of existing online resources, establishing a baseline of student satisfaction and increasing student utilization rates by 5%.

ACTIONS:

- Review and document current on-line support services by Summer 2013.
- Create a report on needed additions and improvements to on-line support services and define related costs by Fall 2013.
- Develop a plan for implementation of changes, including budget (and any necessary funding proposals) required to carry out changes by Winter 2014.
- Implement changes by Spring 2014, with a minimum of 4 new or improved online modules.

DELIVERABLES:

- Students will report a 75% satisfaction rate with online services, establishing a baseline for future years.
- Student utilization of existing online resources will increase 10%.
- Student feedback tools will solicit input regarding recommendations for new features or modules.
INITIATIVE: COMMUNITY ENGAGEMENT

OBJECTIVE: Increase Internship Participation by 5%.

Internships are a crucial in order for students to gain hands-on experience in their career fields and be professionally competitive after graduation. Internships provide experiential learning that complements the academic learning that takes place in the classroom. By improving marketing outreach to students, developing more local internship opportunities, and partnering with internship faculty advisers from each discipline, Career Services will enhance student participation in internships by 5% by the end of Summer 2013.

ACTIONS:
Partner with academic departments
- Chart internship participation per academic discipline over past four years to document enrollment trends.
- Meet with each internship faculty advisor to identify departmental needs and barriers to internship process by Fall 2014.
- Develop career exploration internship currently housed in the Psychology Dept. and promote to freshmen and sophomores.
- Work with the Office of Community Engagement to expand and develop service-based internships.
- Develop student learning outcomes and major specific evaluations for each participating academic program.
- Launch paperless internship outcomes once Symplicity adds faculty to the experiential learning module of EagleAxis by Fall 2014.
- Develop faculty training materials and online workshops to assist them in the internship process by Fall 2014.
- Collaborate with deans to identify barriers to internship participation for credit.

Market internships to students
- Produce marketing materials targeting students who participated in successful internship opportunities. Post in office, on website and in marketing materials by Fall 2014.
- Develop student internship workshops before students participate in internships by Winter 2014.
- Conduct focus group with students from a variety of majors to identify the types of internships they want as well as barriers to internship participation (specifically for credit) by Winter 2014.
- Develop quality internship opportunities
- Increase employer relations position to full time in order to increase marketing efforts in developing internships in the Spokane community.
- Increase recruiting efforts on west side.
- Collaborate with the Office of Global Initiatives to develop and promote international internships as well as streamline paperwork process.
- Work with college advisory boards to increase awareness of internship program.
- Work with the EWU Foundation to develop donor-sponsored internship stipends.
- Put together a premiere internship manual for employers in Accounting.
DELIVERABLES:

- By Fall 2013, the number of students participating in internships will increase over the 2011-2012 level (594) by 5%.
- By Fall 2014, 70% of internship participants will attend an internship orientation.
- By Fall 2014, Career Services will have developed a marketing plan for employers that includes a preferred partner program.
- By Fall 2015, 50% of faculty internship advisers will use the paperless EagleAxis faculty portal for internships.
- By Fall 2015, 75% of faculty internship advisers will have completed an internship orientation.
- By Fall 2015, Career Services will have identified appropriate courses within 75% of the majors in which to make classroom presentations to promote internships within that discipline.

INITIATIVE: COMMUNITY ENGAGEMENT

OBJECTIVE: Enhance Dialogue and Partnership with Community about Student Issues

Engage stakeholders in productive dialogue and problem solving on top issues of concern, such as alcohol abuse prevention, student citizenship development, and community support.

ACTIONS:

- Collect data for academic year 2012-2013 related to City and University behavior incidents; analyze data for trends; benchmark data to other university towns by Summer 2013.
- Consult with Greater Spokane Substance Abuse Council about opportunities and approaches for wider discussion by Spring 2013.
- Hold forum with community stakeholders on issues of student alcohol abuse and conduct in the community by Fall 2013.

DELIVERABLES:

- 1 working meeting held to develop plans by Spring 2013.
- 1 forum held with proceedings recorded and listed action items by Fall 2013.
- 3 year plan of interventions and activities with articulated deliverables by Winter 2014.
- Improved communications with City of Cheney officials; more coordinated response to issues of concern—as measured by stakeholder perceptions/feedback—by Winter 2014.
INITIATIVE: COMMUNITY ENGAGEMENT

OBJECTIVE: Improve student career success through on-campus student employment.

Working on-campus helps students develop appropriate entry-level career search skills, good work habits, and the competencies needed for professional employment. Research also shows that students who work on campus perform better academically than those students who don't work at all or work off campus and have higher retention rates. Through a unit review, the Student Employment Office (SEO) will perform a process review and increase connections to Career Services to improve the overall employment experience by implementing student and employer trainings by September 2014.

Process Review

ACTIONS:
- Document current processes and ascertain where efficiencies can be gained through automation.
- Provide a whitepaper describing the role of Financial Aid in funding and accounting for on-campus student employment by August, 2013.
- Review the distribution of work-study, relative to other campuses’ practices by August 2013.

DELIVERABLES:
- Recommendations for any changes to the program will be made to the VP of Student Affairs by December 2014.

Connections with Career Services

ACTIONS:
- Collaborate on “planting seeds” theme with Career Services at firstSTEP.
- Consider the implementation of a two-tiered review process whereby students would be assisted with resume preparation at: 1) the time of initial application for student jobs, and at 2) the time of initial application for professional jobs
- Review web site access and content and assess the feasibility of combining the Student Employment web site with the Career Services web site
- Identify ideal space needs for process/recordkeeping and front counter functions by December 2013.

DELIVERABLES:
- Student development and career concepts will be integrated into Student Employment firstSTEPS presentation by June 2014.
- Walk-in traffic to Career Services will increase by 20%; general utilization of internship assistance and personal career guidance will increase by 10% as a result of having strong linkages to SEO, as measured against 2012-2013 levels.
- By fall 2014, 80% of student employees who participate in a student employment workshop will have a reviewed resume.
- Propose location and secure resources for possible Student Employment relocation by January, 2014.
**Student Training:**

**ACTIONS:**

- Conduct two focus groups (student and on-campus employers) to assess the impact and quality of the on-campus work experience and potential to leverage this experience to improve professional career development. Write up the results of focus groups by November 2013.
- Update the student version of the employment handbook by September 2014 to include student development concepts and career proficiency recommendations for students.
- Reinstitute student employment group orientation sessions by September 2014

**DELIVERABLES:**

- Students’ knowledge of campus resources and appropriate office protocols will improve 15% as measured by the post-assessment tool by Spring 2015
- Student employees will demonstrate general professional competencies by increasing their performance on a post-assessment tool by 10% over their initial pre-assessment by the end of the academic year 2015

**Employer Training**

**ACTIONS:**

- Update the employer handbook with any new process enhancements and include the major student development concepts associated with student employment by September 2014.
- Conduct face-to-face training with at least ten major employers by September 2014, and extend the training to all other employers by September, 2015. Incorporate student development concepts into the training.
- Review “on-boarding” best practices and design materials for on-campus employers by September 2014.

**DELIVERABLES:**

- By fall 2014, the process to request, select, hire, and train students for on-campus student employment will be easy to understand and articulated clearly in appropriate media. By doing so, employer compliance issues will decrease by 5% from 2012 levels. In addition, employer satisfaction will increase compared to 2013 focus group feedback.
INITIATIVE: VISIBILITY

OBJECTIVE: Develop Clear Branding and Messaging about Student Affairs Goals and Philosophy

Communications standards will be clarified and enforced in order to articulate shared values and consistent messaging to students, campus partners and the public.

ACTIONS:

• Publish annual report (hard copy and on-line) to include student learning outcomes by Fall of each year.
• Create multi-dimensional communications plan to cover internal communications, student communications, and public/community communications by Winter 2014.
• Review public-facing communications (websites, print media, and letters) to ensure consistent tone, messaging, and design; ensure alignment with communications to University strategic initiatives as applicable by Spring 2014.
• Align staff resources to support external communications by reviewing organizational resources and creating appropriate support and funding by Fall 2013.
• Administer a baseline survey to measure staff understanding of unit goals and philosophy by Fall 2013.

DELIVERABLES:

• Department materials revised consistent with communications plan beginning Spring 2014.
• Improved professional reputation of unit as measured by feedback and perceptions in qualitative survey of key internal stakeholders to be conducted in Winter 2015.
• Improved staff understanding of unit goals and philosophy as measured against Fall 2013 baseline survey; repeat survey to be conducted in Fall 2014.
INITIATIVE: VISIBILITY

OBJECTIVE: Achieve and Publicize National Recognition for Programs

Identify and celebrate areas of excellence in Student Affairs.

ACTIONS:

• Identify 5 areas of excellence to feature in annual report and to pursue for wider recognition each year.
• Apply for 3 awards each year between 2012-2015.
• Publicize accomplishments in appropriate media (on campus, local, regional, national), ensuring at least 2 stories/press releases per quarter between 2012-2015.

DELIVERABLES:

• 1 recognition/award each year beginning in 2013.
• Increased knowledge about and pride in Student Affairs among unit staff as measured by directors’ perceptions.
• Recognition of EWU as being a regional leader in 1 key student affairs functional area by 2015, as measured by peer or other administrative/professional statement/assessment/rating.