

STUDENT AFFAIRS | PBA 2023





UTAH VALLEY
UNIVERSITY
PBA



AGENDA

1. State of Student Affairs
2. Evidence for constraints on enrollment and completions
3. Strategic planning efforts



STUDENT AFFAIRS collaborates to foster a holistic student-centered experience focused on learning and well-being by providing intentional programs and services to promote student success as well as professional and personal development

- ACCESS
- NAVIGATION
- BASIC NEEDS
- BELONGING
- LEARNING





	Pre K	Elementary	Middle school	High School	Adult Learner	Recruit	UVU Student	Graduation	Alumni	Community
STUDENT SERVICES										
Accessibility Services			●	●	●	●	●	●	●	●
Deaf and Hard of Hearing Student Services							●	●	●	●
First-Generation Student Success Center				●	●	●	●	●	●	●
International Student Services							●	●	●	●
Latino Initiative			●	●	●	●	●	●	●	●
LGBTQ+ Student Success						●	●	●	●	●
Multicultural Student Services			●	●	●	●	●	●	●	●
Veteran Success Center				●	●	●	●	●	●	●
Wee Care Center	●	●					●	●	●	●
Women's Success Center					●	●	●	●	●	●
STUDENT DEVELOPMENT & WELL-BEING										
Campus Recreation						●	●	●	●	●
Care Hub							●	●	●	●
Center for Social Impact							●	●	●	●
SSC Operations	●	●	●	●	●	●	●	●	●	●
Student Health Services							●	●	●	●
Student Leadership & Involvement						●	●	●	●	●
Student Rights & Accountability							●	●	●	●
ENROLLMENT MANAGEMENT										
Admissions			●	●	●	●	●	●	●	●
Career Development Center				●	●	●	●	●	●	●
Financial Aid & Scholarships				●	●	●	●	●	●	●
First-Year Advising Center						●	●	●	●	●
First Year Experience & Student Retention	●	●			●	●	●	●	●	●
Registrar's Office				●	●	●	●	●	●	●
PK-16, GRANTS, OUTREACH, PARTNERSHIPS										
Care About Childcare	●	●	●							●
Gear Up			●	●	●	●	●			
SCUP		●	●	●	●	●	●			
Trio Undergrad SSS & EOC			●				●	●		●
Trio Upward Bound & Talent Search			●	●	●	●	●			



STUDENT AFFAIRS EMPLOYEES

FULL-TIME STAFF

- Executives: 5
- Exempt full-time: 198
- Non-exempt full-time: 93

PART-TIME STAFF

- Part-time: 220
- Student-employees: 249
- Work-study students: 61

Total Student Affairs employees: 826




Dr. Barney Nye
 Associate Vice President
 Access & Outreach


Dr. Andrew Stone
 Associate Vice President
 Enrollment Management


Dr. Alexis Palmer
 Associate Vice President - Dean of Students
 Student Development & Well-Being


Dr. Tara Ivie
 Associate Vice President
 Student Services


Kelly Clark
 Exec Admin
 for Barney Nye


Liz Andrus
 School, Community,
 University
 Partnerships


Vaylene Perry
 Exec Admin
 for Andrew Stone


Chad Johnson
 Admissions &
 Prospective Student
 Services


Taylor Jarman
 Exec Admin
 for Alexis Palmer


Ashley Larsen
 Deputy Dean
 of Students


Callie Canlas
 Exec Admin
 for Tara Ivie


Steve Crook
 International
 Student
 Services


Michael Campbell
 TRiO Upward
 Bound & Talent
 Search


Joyce Hasting
 Care About
 Childcare


John Curl
 Financial Aid &
 Scholarships


Eric Humphrey
 Registrar's
 Office


Joel Herd
 Student Center
 Operations


Maren Turnidge
 Student Rights &
 Accountability


Rachel Lund
 Women's Success
 Center/
 Wee Care


Kayle Smith
 Veteran
 Success
 Center

Vacant
 First-
 Generation
 Student
 Success


Jennie Hall
 TRiO
 Undergrad
 Programs
 (SSS & EOC)


Ryan Bailey
 First Year Exp. &
 Student Retention


Elaine Lewis
 First-Year
 Advisement Center


Marissa King
 Student
 Leadership &
 Involvement


Amber McGuire
 CARE Hub


Matthew Robins
 LGBTQ+
 Student
 Services

Vacant
 Multicultural
 Student Services


Ruben Rocha
 Utah Statewide
 GEAR UP


Vince Dreyer
 University Advising


Summer Valente
 Center for
 Social Impact


Bill Erb
 Student Health
 Services


Sherry Page
 Accessibility
 Services/DHH


Sasha Smirnova
 Recreation &
 Wellness

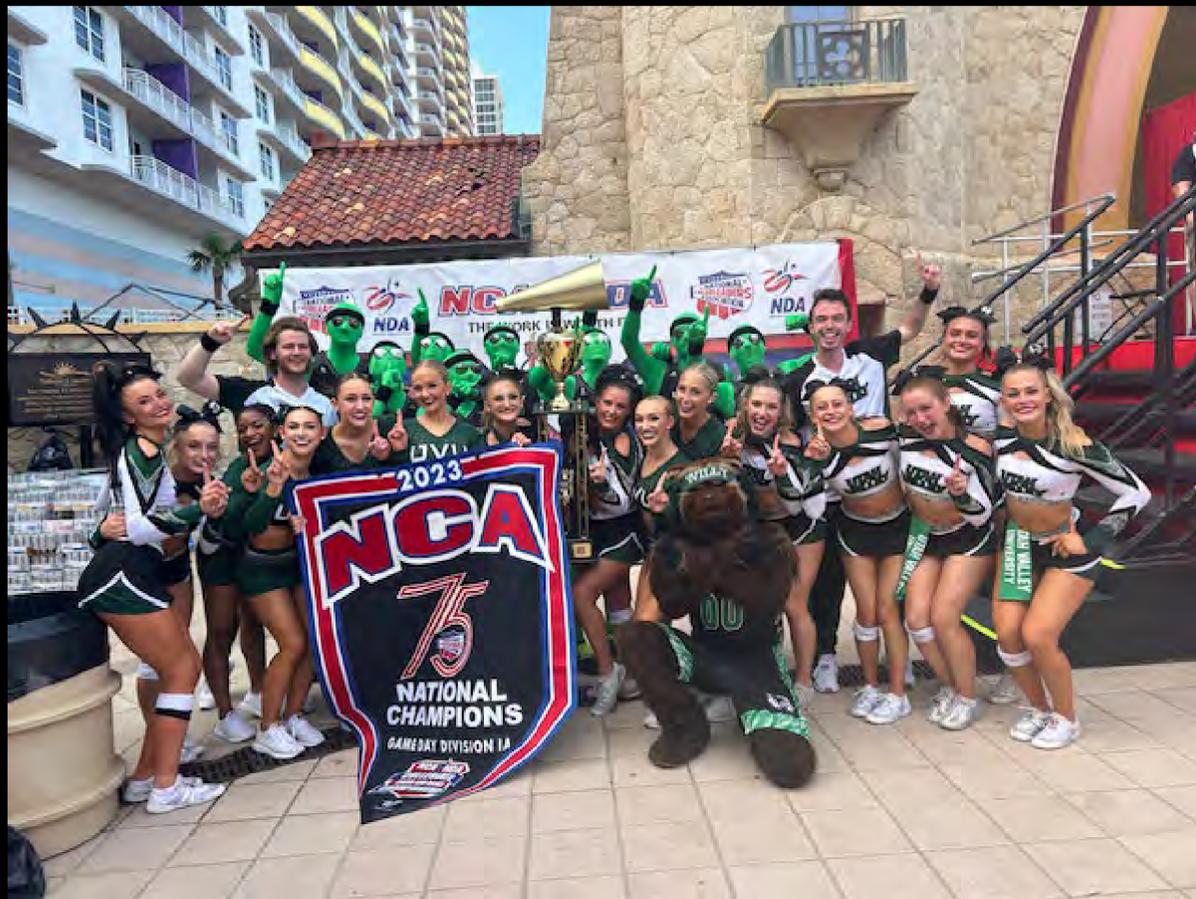


Student Affairs Employees

Full-time: 296 | Part-time: 530 | Total: 826

Executive Leadership
 Department Leadership

Admin & Specialty
 Reports to other divisions



Student Affairs Budget FY24

Student Affairs represents 8% of the total UVU appropriated budget

APPROPRIATED

Salary & Benefits	\$20,190,966
Hourly	\$3,149,782
CCT	\$2,986,816
TOTAL	\$26,327,564

NON-APPROPRIATED

(FEES, GRANTS, CLUBS, DONATIONS, AGENCIES)

Salary & Benefits	\$3,392,750
Hourly	\$7,035,322
CCT	\$69,535,980
TOTAL	\$79,964,052

Student Affairs Revenue Generated/Processed FY23

REVENUE

Agency Funds	\$103,902,997
Student Fees	\$9,652,659
Admission Fees	\$1,200,000
Other Fees	\$327,285
Grants	\$6,074,461
Clubs	\$530,762
Donations	\$80,383
Other Non-Appropriated	\$1,497,543
TOTAL	\$121,738,806





UVU
Student Affairs
IMPACT

1. Access & Onboarding
2. Persistence & Support
3. Wellness & Belonging
4. Engagement & Development
5. Completion

1. Access & Onboarding

- ▶ SEM: Headcount, FTE, BR-FTE, Onboarding Survey

2. Student Persistence & Support

- ▶ Retention Rate, FAFSA completion rate

3. Student Wellness & Belonging

- ▶ ACHA/NCHA, Healthy Minds, Campus Climate Survey

4. Student Engagement & Development

- ▶ Events, Participation, NSSE Survey

5. Student Completion

- ▶ Completion Rates

Student Affairs Scorecard

Student Access & Onboarding

Student Persistence & Support

Student Wellness & Belonging

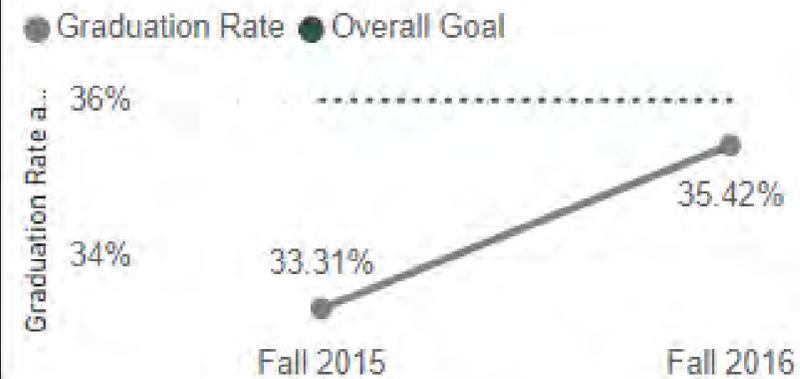
Student Engagement & Development

Student Completion

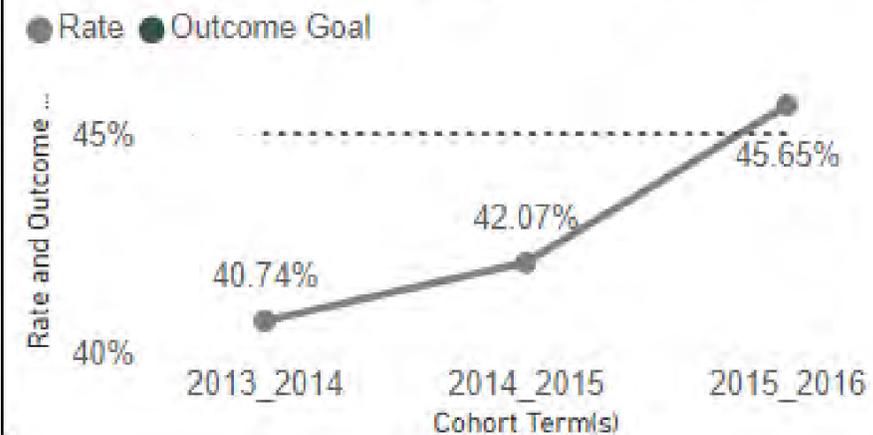
Population

- Overall
- BIPOC (U.S. Only)
- Underrepresented (Race)
- Hispanic (U.S. Only)
- American Indian / Alaska Native (IPEDS)
- American Indian / Alaska Native (RCI / U.S. Only)
- International

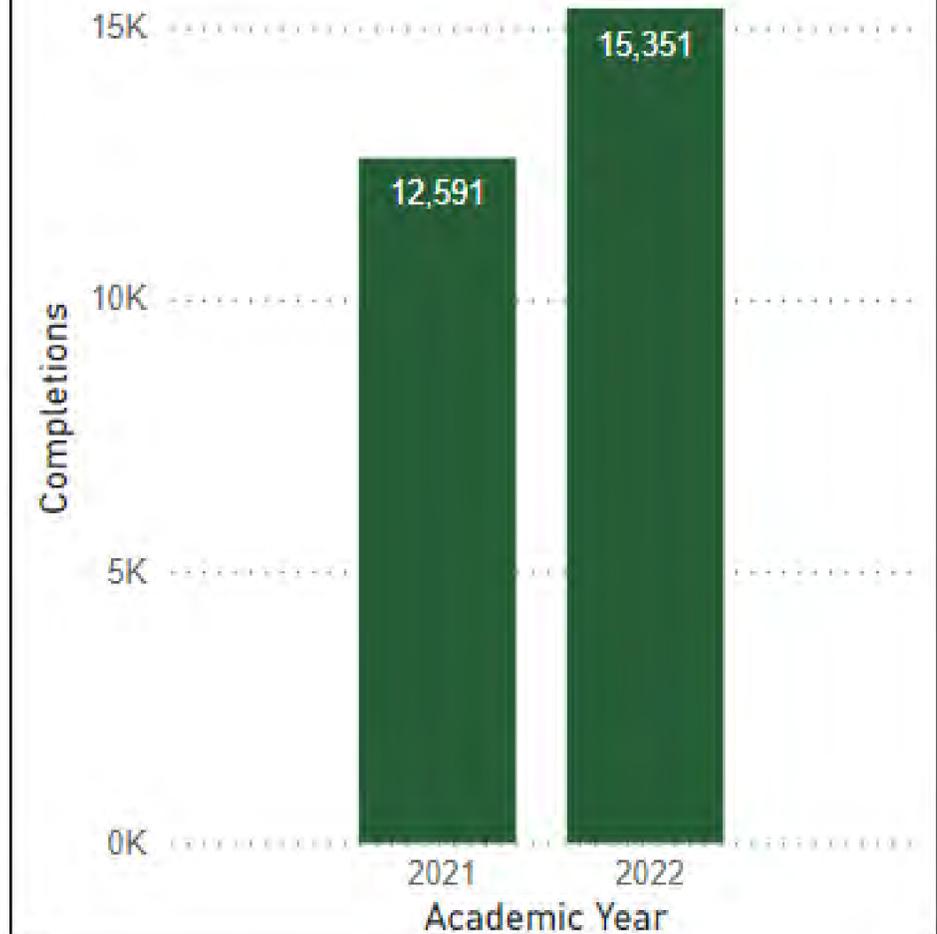
6 Year Graduation Rate



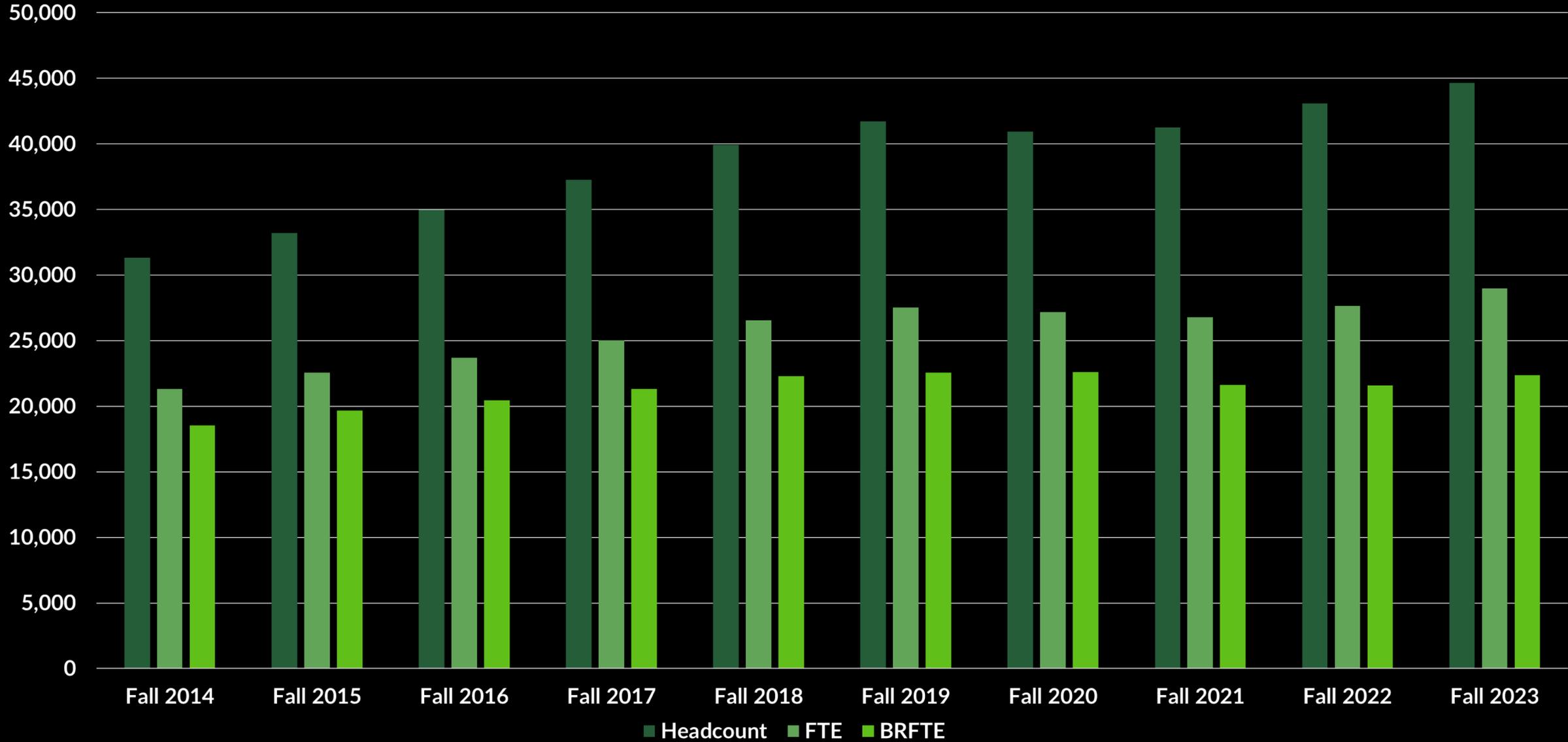
Outcome Measure by Cohort Term(s)



Completions by Academic Year



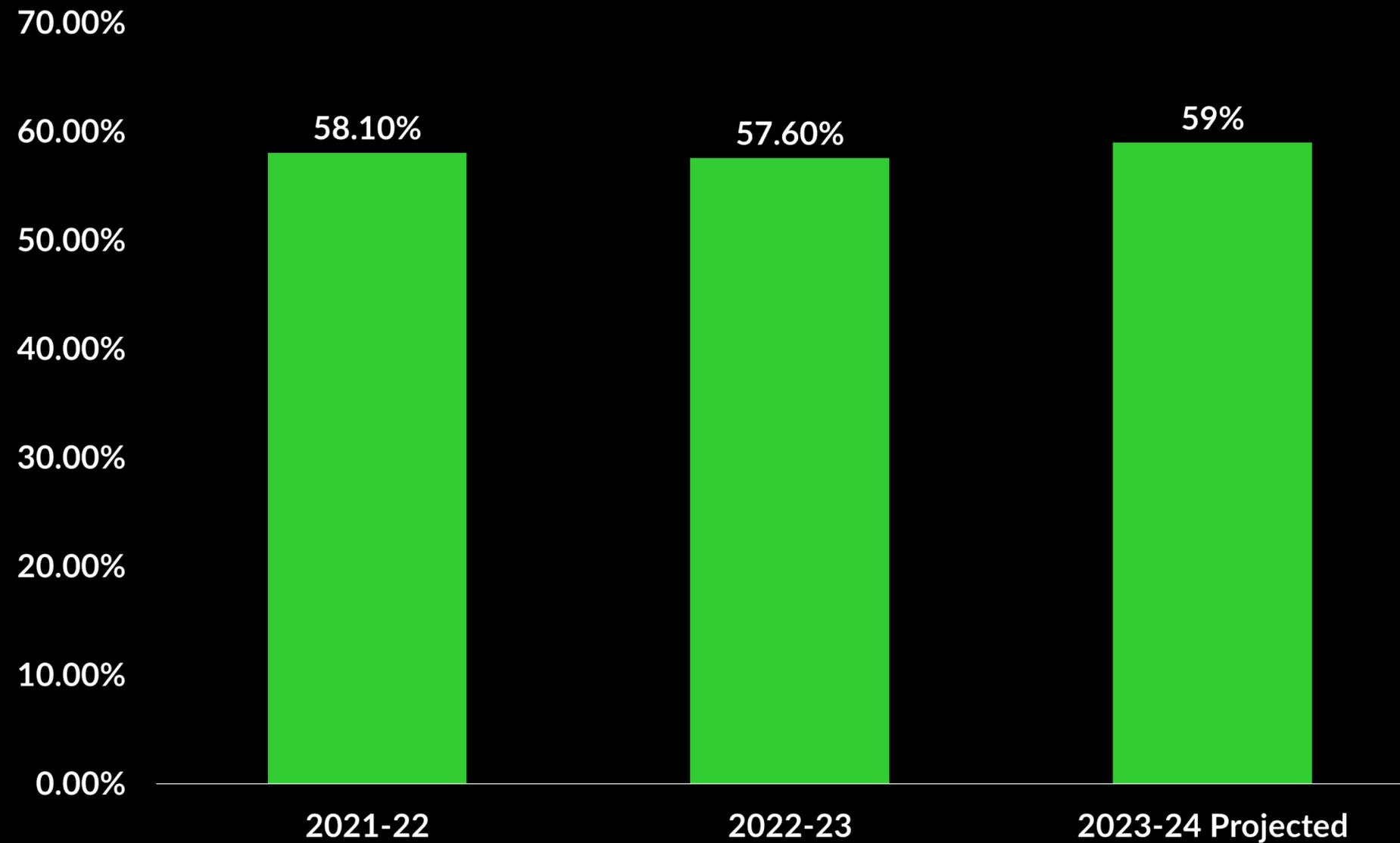
1. Access & Onboarding



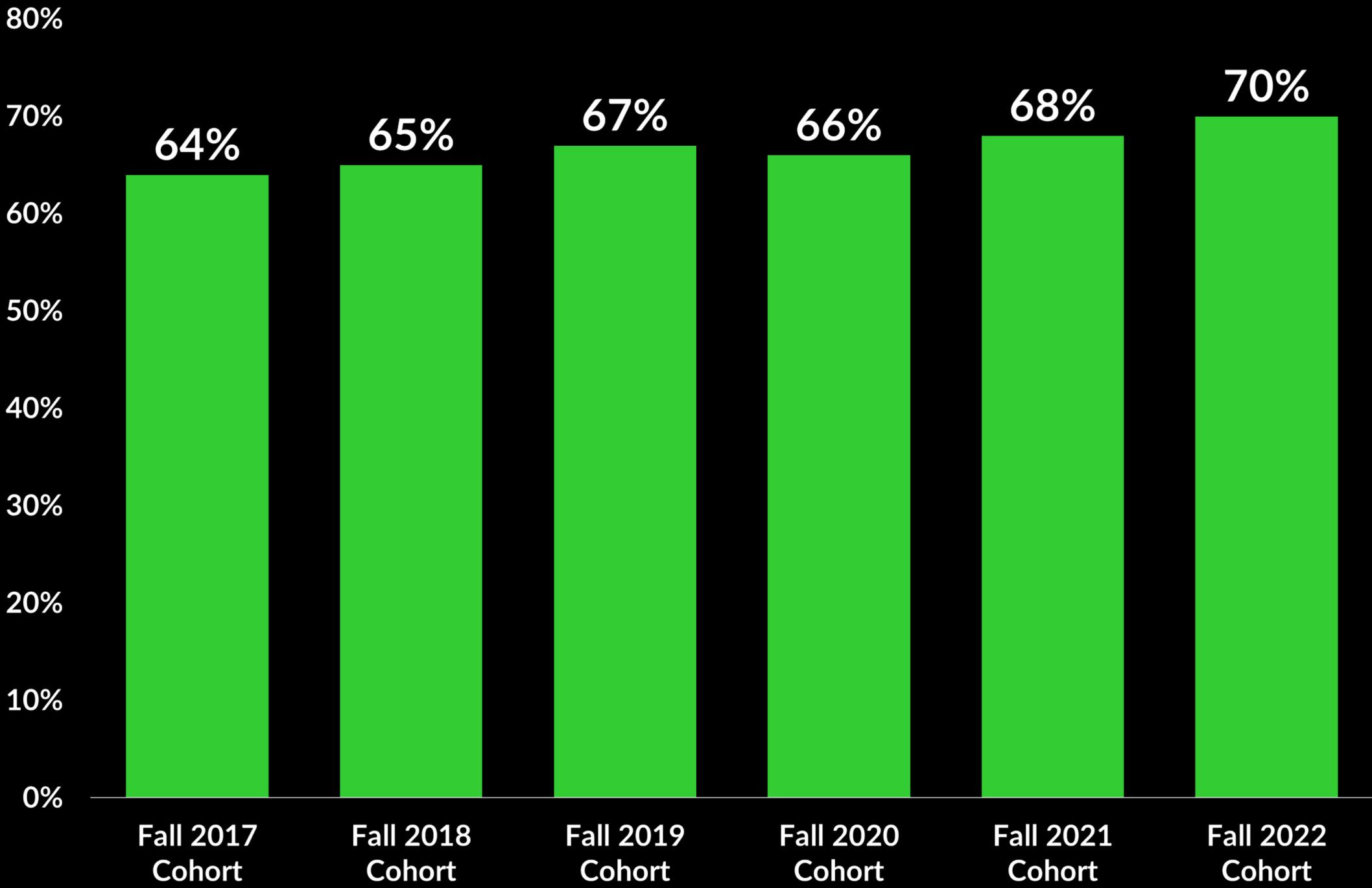
1. Access & Onboarding

	2023 Goal	Fall 2023 3 rd Week	# Increase	% Increase
Headcount (2%)	43,961	44,653	+1,554	3.6%
FTE (2%)	28,199	28,993.67	+1,347	4.9%
BRFTE (2%)	22,019	22,388.20	+804	3.7%
Continuing Student (.5%)	18,239	18,376	+228	1.3%
New <=1 yr. from HS Graduation (1.5%)	2,828	2,875	+89	3.2%
New >1 yr. From HS Graduation (1.5%)	1,495	1,733	+260	17.7%
BIPOC, Including HSCE (2%)	8,324	8,815	+658	8.1%
Hispanic/Latino, Including HSCE (2%)	5,277	5,587	+413	8.0%

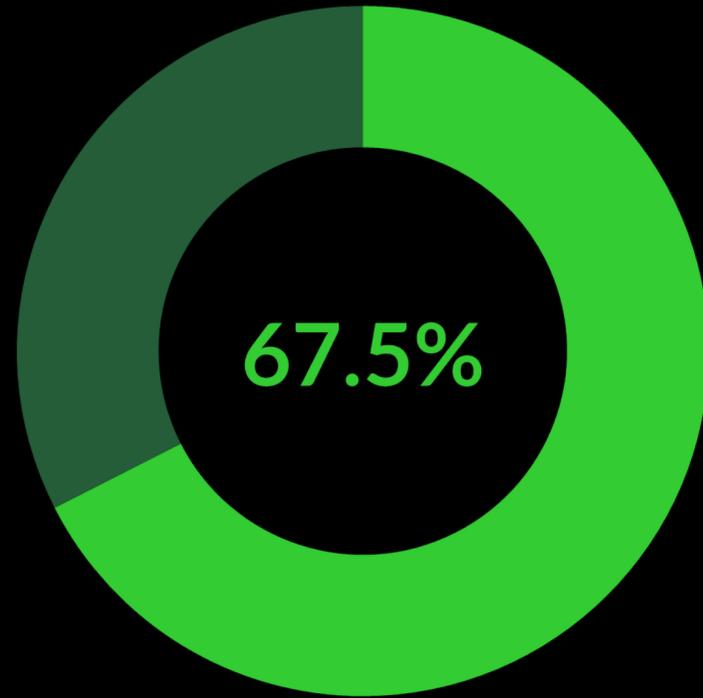
2. Persistence & Support – FAFSA Completion Rates



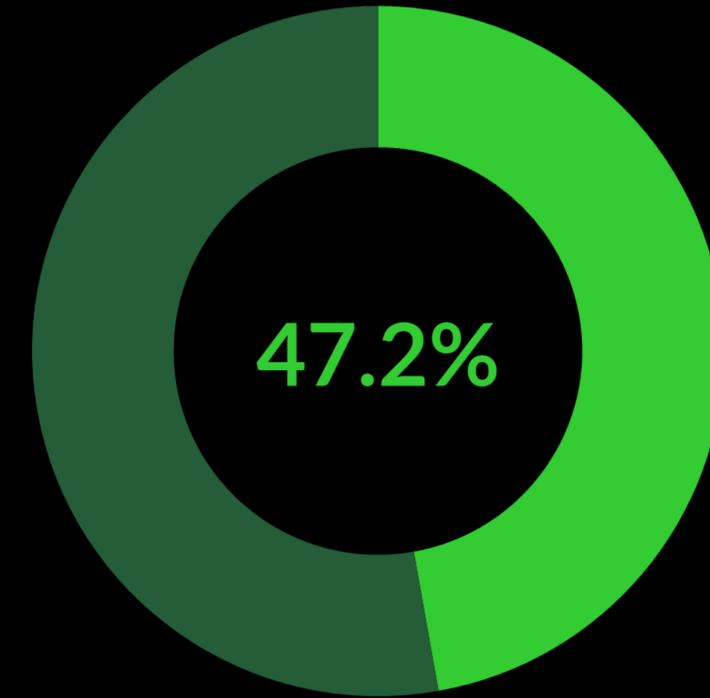
2. Persistence & Support - Retention Rate



3. Wellness and Belonging



ACHA/NCHA: 67.5% agreed or strongly agreed with the statement: *I feel that I belong at my college/university.*



Healthy Minds: 47.2% indicated they had a sense of belonging to UVU.

4. Engagement and Development

EVENTS

Center for Social Impact	60
Student Leadership and Involvement	468
Club Events	1,497
Recreation and Wellness	396
Latino Initiative	23
Women of UVU	14
TOTAL	2,458



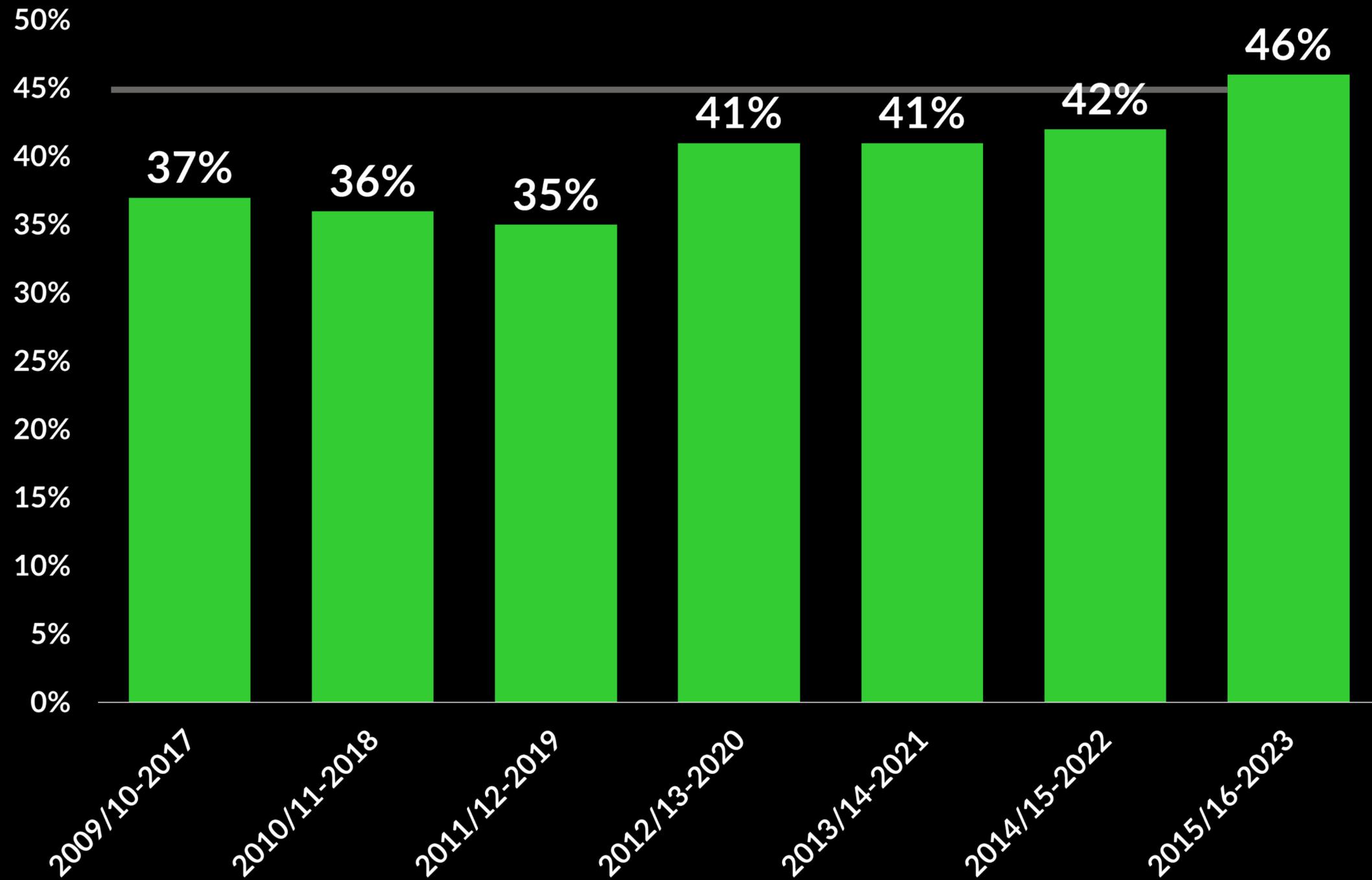
4. Engagement and Development

PARTICIPANTS

Wellness Programs	25,463
Outdoor Adventure Center	2,001
Climbing Wall	16,911
Intramurals	31,369
Orientation	4,064
Recruitment Events	1,570
Campus Tours	18,112
Women's Success Center	930
International Student Council	220
Latino Initiative	3,185
CARE Hub	2,424
GEAR UP	6,791
PREP	236
TRIO SS	1,650
TOTAL	114,926



5. Student Completion



Student Affairs Department Impact Reports



UVU VETERAN SUCCESS CENTER

JTAN VALLEY UNIVERSITY

Our mission is to facilitate the successful navigation of student veterans, service members, and their dependents from registration to graduation.

Learning Outcomes

To accomplish this mission, the VSC staff advocate for the military community by providing opportunities for camaradery and mentorship and are subject matter experts on federal and state education funding programs that assists with:

- Utilize Education Benefits
- Navigate the Higher-Ed System and Individual Education Plan
- Create a Lasting Community of Professional Veterans
- Access Veteran and Military-Connected Resources

Programs & Services

Military-Connected Orientation. Online orientation specific to veterans, military spouses, & military dependent children that provides an introduction to the Veteran Success Center and a walk through for VA education benefits.

Secondary Advising. School Certifying Officials provide 1:1 advising for military-connected students using VA education benefits.

Semester Wellness Check a. Peer-to-peer engagement to inquire about student wellbeing and continued enrollment. Connect students to resources and ensure benefits are taken advantage of.

Veteran Success Scholarship. Support veterans and military-connected students based on military-connected status, academic achievement as well as needs based awards.

VA Work Study Program. Work study program provided through VA funding for military-connected students that are actively using VA education benefits.

Back-to-School Benefit Guide. In person orientation specific to veterans, military spouses, & military dependent children that provides an introduction to the Veteran Success Center and a walk through for VA education benefits.

Veteran's Thanksgiving. Celebration for many of our military-connected students that have relocated to Utah that do not have traditional ties to the area. This is a community building event that helps build the Veteran Family at UVU.

Veteran's Graduation. Recognition through specific regalia for Veterans, Spouses, and Dependent Children.

United We March. This event is one of the best team building events that the VSC co-hosts and also brings funding in for our military-connected students.

Veterans Day Celebration. Recognition throughout the 11th of November to recognize the service and sacrifice that our Veterans have given to our country. Multiple events throughout the day to show UVU's support and also brings awareness to the military-connected students, staff, and faculty at UVU.

IMPACT OUTCOMES 2020-2021

10,566 STUDENTS INVOLVED

350+ SERVICE-LEARNING COURSE SECTIONS

18 VIRTUAL EVENTS

208,070 HOURS OF IMPACT

35 STUDENT LEADERS

75 COMMUNITY PARTNERS

80 FACULTY TRAINED

The experiences that I have had and the people that I have met through the Center for Social Impact have provided me with valuable insights and connections that will help me in my education and career. I am in my program and on track to graduate in part thanks to the Center for Social Impact.

-Maren Ostlund, Social Work

5760 LBS OF FOOD DISTRIBUTED

702 FOOD VOUCHERS DISTRIBUTED

CENTER FOR SOCIAL IMPACT SUMMER VALENTE SUMMER.VALENTE@UVU.EDU

Student Leadership & Involvement

Purpose/Mission
The Department of Student Leadership and Involvement (SLI) facilitates opportunities that enhance the academic experience by promoting student involvement and event attendance, developing leadership skills, and preparing students to take an active societal roles on campus and in their communities.

Learning Outcomes

SLI accomplishes this mission by designing learning opportunities for students to grow and develop as an individual while working with their peers, staff, faculty, administrators, and community professionals. Because students engaged with our department, they will be able to do one or more of the following:

- Describe the purpose of the SLI program in which they are participating in and discuss the impact it has within the university community.
- Demonstrate effective communication through active listening, absorbing information, and verbally presenting information in one on one, small or large group settings in a respectful manner.
- Examine and prioritize their workload by identifying and categorizing tasks based on their purpose, necessary attention, and time needed to complete them.
- Navigate group dynamics when working with others by demonstrating self-awareness and anticipating the strengths and influence of others.
- Report a higher level of confidence in their ability to lead and work with others, communicate verbally and in writing, manage their time, problem solve, and make decisions.

Programs and Services

The co-curricular and extra-curricular experiences that students have with the Department of Student Leadership and Involvement contribute to their academic persistence, retention, and completion. Furthermore, these experiences add to the vibrancy of their college experience increasing their affinity to UVU. The programs and offerings provided by SLI are listed below:

- ACTION LEARNING:** With weekly offerings students are able to participate in activities learning new skills/hobbies that they have interest in. Students are able to connect with their peers and participate as their schedule allows.
- CLUBS:** Empowers and encourages student freedom to create groups dedicated to specific interests, hobbies, and academic focuses. By participating in a club, students have the opportunity to increase their leadership and communication skills, meet new people, and do more of what they love.
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- STUDENT GOVERNMENT (UVUSA):** Made up of elected and appointed officers, students are responsible for representing the student voice across campus. Student officers actively participate in policy change, advocate for student needs, and provide activities/events to enhance the student experience.

STUDENT LEADERSHIP & INVOLVEMENT HARISA KING GETINVOLVED@UVU.EDU

Student Loan Cohort Default Rates

\$51.3 Million In Pell funds to 12,534 students.

\$47.5 Million In Direct Loan funds to 7,995 students.

15,986 Students seen from 9/1/20 to 8/31/21.

27,800 Students packaged with Federal Student Aid.

500+ Scholarship opportunities for approximately \$30 million each year.

3,200 Students assisted with FAFSA completion.

9,036 Students assisted with resolving their FAFSA issues.

1,409 Students assisted with completing appeals and special circumstances.

7.3% National Average

7% National Public Schools

4.4% UVU

UVU is partnered with UHEA to keep Cohort Default rates low.

Financial Aid and Scholarships John Curt jcurt@uvu.edu/801.863.6746

Recreation & Wellness

Purpose/Mission
Our mission is to enrich the quality of life for students, faculty, and staff by providing a broad range of recreation, wellness, and student engagement opportunities that complement the academic experience.

Learning Outcomes

We actively promote the pursuit of a balanced, healthy lifestyle to our diverse university community. Students that engage in our programming will be able to do the following:

- The Outdoor Adventure Center (OAC) Adventure Trip Leaders (ATL) will be able to communicate the significance of outdoor learning and the benefits students can receive from participating in various OAC programs and events.
- Participants of intramurals & Club Sports will have a sense of belonging and association. Students will experience a connection to the staff, fellow students, and the university while feeling welcomed, supported, and safe.
- Wellness interns, as a result of internship, will be able to plan and implement events with diverse topics to reach broad audiences.
- Student staff will have engaging experiences and access to leadership opportunities which will help enhance and develop their personal and leadership skills.
- Students who work within intramurals will be able to identify meaningful transferable skills between what they learn through their IM sports employment and how it relates to future professional careers after graduation.

Programs and Services

We create curricular and co-curricular learning experiences to engage and empower students within the Recreation & Wellness department. We contribute to their academic persistence, retention, and completion, as well as to the vibrancy of their communities and their personal and professional lives. Some of our programs and services are listed below:

- Student Life & Wellness Center.** 175,000 sq. ft. building that includes a 1/8-mile indoor track, 3 Basketball Courts, Multi-Activity Court, Fitness/Dance rooms, Weight Room, Cardio Equipment, Bowling Alley, and Gaming Center.
- The Project Climbing Wall.** 40 ft. tall climbing surface featuring over 10,000 holds and 3,000 sq. ft. Climbing Carrels and climbing gear available for rent.
- Intramurals.** Students involved with intramurals enjoy fun and competitive leagues including Basketball, Soccer, Flag Football, Volleyball, Softball, Pickleball, Spikeball, Bowling, Futsal, Disk Golf, Badminton, and Ping Pong.
- Club Sports.** Sports, Men's Hockey, Men's Lacrosse, Women's Lacrosse, Men's Ultimate, Men's Soccer, Women's Soccer, Men's Volleyball, Women's Volleyball, Men's Rugby, Women's Rugby, and Cycling Club Sport Teams.
- Wellness Programs.** Offers a selection of student wellness programming including, Health Coaching, Health Risk Appraisal, Classroom Presentations, Reclining Massage Chairs, Stress Reduction Room, Healthy Cooking Classes, Walking Group, Internships, and Scholarships.
- Outdoor Adventure Center.** Offers high impact programs through excursions, retail, rental offerings, and leadership opportunities.
- UVU Rodeo Team.** 26 Student-Athletes who compete in the Rocky Mountain Region.

Recreation & Wellness Dashaek Akwey Dashaek@uvu.edu

Student Health Services

MORE THAN 2,028 STUDENTS SERVED

97% SAY "THE SERVICES I RECEIVED HELPED ME TO STAY IN SCHOOL"

So grateful to have such high quality care at my university. It has taken away a lot of unnecessary stress. - Student

9,297 MENTAL HEALTH VISITS

6,200 MEDICAL & PSYCHIATRIC VISITS

18 MENTAL HEALTH PROVIDERS

6 MEDICAL PROVIDERS

14 NEW POSITIONS ADDED IN 8 YEARS

39,000+ Individuals trained in suicide prevention

"The UVU Student Health Services office is a literal life saver. I was able to get on medications that helped me overcome depression and study to my best ability in just a few months. They have made my educational experience much better at UVU." - Student

Student Health Services Bill Erb erb1@uvu.edu

Student Rights & Accountability

Purpose/Mission
We focus on fairness and equality while promoting responsibility, individual growth, education, and development. We are committed to education and restorative justice. We engage students to critically think about and learn from adversity.

Learning Outcomes

The Office of Student Rights & Accountability (including the [University Ombuds](#)) strives to protect student rights, encourage student development, promote improved behavior, and help students learn from mistakes. These not only improve the university experience while at UVU but are also vital tools to help students succeed in the long term, in accordance with UVU Policy 541. We aim to help students:

- Understand their rights and responsibilities as students more completely.
- Create and maintain a support system that will help them respond favorably to mistakes or adversity during their UVU student experience.
- Access services and resources to which they were previously unaware.
- Overcome obstacles and issues to achieve their personal educational goals and navigate UVU successfully.

Programs and Services

Student Code of Conduct

- Investigate and resolve conduct violation including cheating, plagiarism and classroom disruptions.
- Maintain due process rights when a violation occurs.
- Consult an resource and resolution options, including educational resolution.

Classroom & Group Presentations

- Deliver tailored workshops on behavior change, communication and safety procedures.

Ombuds

- Provides mediation for the campus community.
- Facilitate informal resolution of conflicts and misunderstandings.
- Provide conflict coaching to students.
- Assist students with roommate & housing conflicts.

STUDENT RIGHTS & ACCOUNTABILITY MAREN TUSHNETZ MAREN.TUSHNETZ@UVU.EDU

373 EVENTS

55,268 PARTICIPANTS

50,718 SLWC MEMBERSHIPS

\$368,413.94 TOTAL DEPARTMENT REVENUE GENERATED

1,594 ENGAGED HOURS FOR THE OUTDOOR ADVENTURE CENTER

9 WELLNESS PROGRAMS INTERN GRADUATES

30 SCHOLARSHIPS OFFERED THROUGH RECREATION & WELLNESS DEPARTMENT.

373 INTRAMURAL GAMES PLAYED (3,418 PARTICIPANTS)

1079 ATHLETIC TRAINING ENCOUNTERS

356 CLUB SPORTS STUDENT ATHLETES

COLLEGE NATIONAL RODEO FINALS QUALIFIERS

1.57% PERSISTENCE

Increase for students who visited the SLWC, compared to those who did not. Civitas Study revealed that the more students visited the SLWC, the higher their persistence rate and were more likely to stay at UVU and graduate.

STUDENT LEADERSHIP & INVOLVEMENT HARISA KING GETINVOLVED@UVU.EDU

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STUDENT LEADERSHIP & INVOLVEMENT HARISA KING GETINVOLVED@UVU.EDU

Impact Outcomes

DEMOGRAPHICS

813 middle school students have participated in UVU PREP since 2013.

42% were students of color. UVU PREP enrolls proportionally more students of color than the current population of Utah County on average.

41% identified as female. This is nearly 20% higher than Utah's current rate of women in STEM occupations.

ACADEMIC GAINS

UVU PREP students complete pre- & post-tests for each of the 9 classes they participate in. They are also surveyed on their attitudes towards various STEM topics after having participated in the program.

+34% Average annual academic gains in STEM courses offered at UVU PREP.

Top 5 STEM Attitudes Gains - 2021	%
"When something is hard, it makes me want to work more on it, not less."	+17%
"I see myself as an engineering person."	+17%
"I expect to do well in next year's science class."	+16%
"Learning science can help me get a good job."	+15%
"I am good at science."	+15%

ALUMNI SUCCESS

At least 67% of UVU PREP alumni have enrolled in college. Of those students...

89% attended UVU as their first institution of higher education.

73% of alumni's most recent college enrollment was at UVU.

44% are likely still in high school and participating in concurrent enrollment.

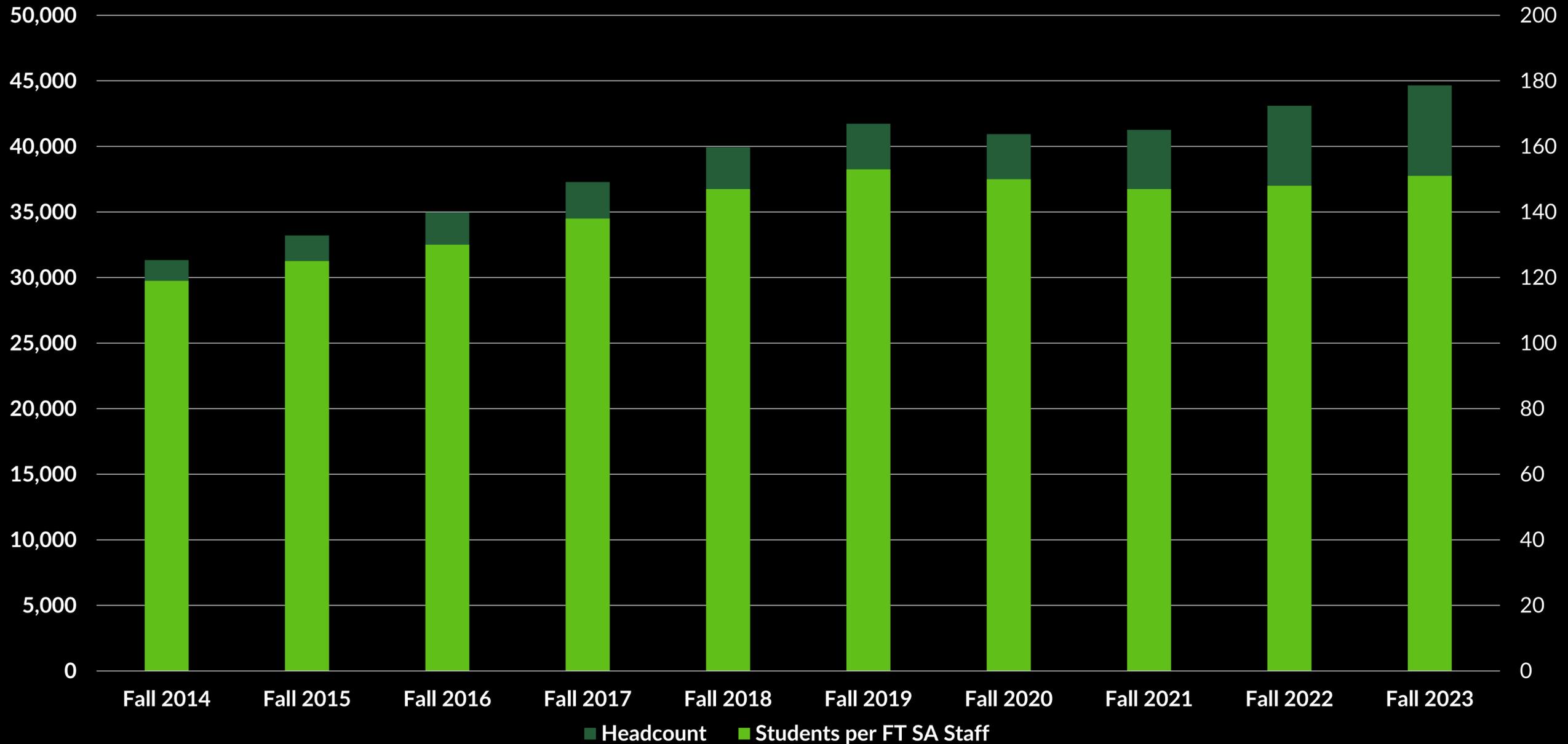
Multiple UVU PREP Alumni have returned as Mentors to give back to the program they enjoyed as middle schoolers.

SCOP LIZ ANDRUS PARTNERSHIP@UVU.EDU

CONSTRAINTS



Student Headcount & SA Staffing



Student Headcount and SA Staffing

119:1

Student to FT Student
Affairs Staff Ratio
Fall 2014

151:1

Student to FT Student
Affairs Staff Ratio
Fall 2023

32:1

Increase in Student to FT
Student Affairs Ratio
2014-2023

22:1

Student to Faculty Ratio
Fall 2014

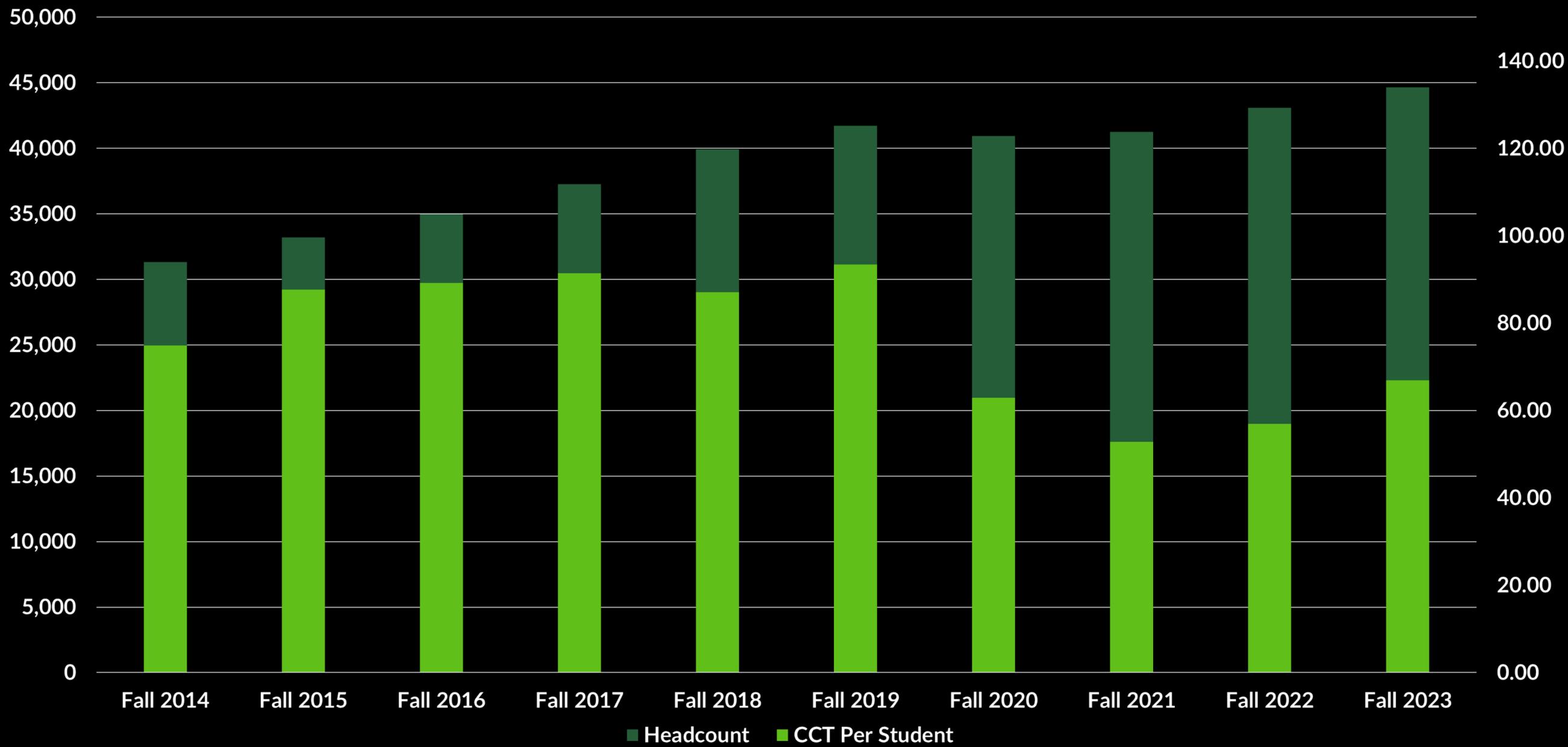
25:1

Student to Faculty Ratio
Fall 2022

3:1

Increase in Student to
Faculty Ratio
2014-2022

Student Headcount & SA CCT



Student Headcount & SA CCT

\$74.90

SA CCT Per Student
Fall 2014

\$66.89

SA CCT Per Student
Fall 2023

-\$8.01

Change in SA CCT Per
Student from 2014 to
2023

STRATEGIES

TOP 8 reasons students "stop out"

FINANCES

paying for college, supporting family, relocating for housing

- Increased awareness of financial resources (Orientation, Financial Aid & Scholarships, Money Management Resource Center, Advisors/Counselors, student success courses/workshops)
- Increased amount of resources available (scholarships, completion grants)
- Outreach calls to students with incomplete FAFSA

ACADEMIC INTEGRATION

not doing well in classes, not prepared for university level work, loss of interest

- Onboarding, Orientation, First-Year Experience, First-Year Advising Center
- Early Intervention and Outreach (Civitas, Early Alert, Structured Enrollment, Retention Mentors, Advisors, Resiliency Project)
- Support services and tutoring
- Increased access to high-impact practices

SOCIAL INTEGRATION

not making a personal connection, difficulty adjusting to university life, no sense of belonging

- First-Year Experience
- Freshman Advocates and mentors
- Student Life programs

UNIVERSITY BARRIERS

course scheduling conflicts, policies and procedures, curriculum alignment issues, challenges with faculty and staff

- Student Success & Completion Committee, Faculty Senate and Deans all working on addressing these areas
- Scheduling guidelines, policy changes, stackable credentials, faculty and staff training, technology enhancements

EXTERNAL RESPONSIBILITIES

work and family obligations including caring for children or parents

- Wee Care Childcare Center
- Online, evening and weekend classes
- Extended hours at student support offices

SERVICE

full-time church missions or military

- Leave of Absence
- Veteran Success Center

TRANSFERRING

any of the above, program availability, enrolled to raise GPA and transfer to 1st choice of institution

- Auto awarding of GE Certificates and associate degrees
- Continuation of Wolverine Completion Grant to incentivize completion of a UVU degree
- Participation in state articulation agreements

HEALTH

physical and mental

- Wellness workshops and programs
- Increased number of medical professionals and counselors



COMMENTARY

What First Generation College Students Really Need

Students who are the first in their family to attend college cite mental health support as the single most important resource schools can provide.

By Alejandra Campoverdi Contributor Nov. 8, 2023, at 2:58 p.m.

Finances, Mental Health & Basic Needs

STRATEGIC PLANNING



Student Affairs Priorities	Enrollment & Completion	The Student Experience	Fundraising	Staff Development & Retention	Assessment
Vision 2030	3.A.4 3.A.6 3.C.1 - 3.C.2	1.B.1 - 1.B.3 2.A.4 - 2.A.5 2.B.2 , 3.C.2	1.C.3 2.C.1	3.C.3	3.C.2
Strategic Enrollment Management Plan	7.1 8.1	8.1	9.1		9.1
Completion Plan	3.1 3.5 - 3.6 4.1 4.3 8.1 - 8.2	2.1 - 2.3 5.3 7.3	4.1		5.1 - 5.2
Inclusion Plan	1.1.1 - 1.1.4 1.1.9 1.1.11 - 1.1.14 1.1.19	1.1.10 1.1.15 - 1.1.18 2.1.1 - 2.1.2 3.1.1 - 3.1.2 3.1.4 - 3.1.7 3.1.10 - 3.1.12 3.1.17	1.1.8	1.2.1 1.2.3 - 1.2.4 2.3.1 - 2.3.3	3.18 4.1.2 4.1.5 - 4.1.6

Student Affairs Strategic Plan

Student Affairs 2023-24 Priorities



1. Enrollment & Completion

Access ▪ Enrollment ▪ Retention ▪ Completion

2. The Student Experience

Care ▪ Inclusion ▪ Holistic ▪ Enlivened

3. Fundraising

Scholarships ▪ Programming ▪ Engagement ▪ Facilities

4. Staff Development & Retention

Qualified ▪ Productive ▪ Fulfilled ▪ Progressing

5. Assessment

Impact ▪ Stewardship ▪ Continuous Improvement

INCLUDE

ENGAGE

ACHIEVE



Reallocated \$549,229

- Consolidated hourly to fund part-time
- Converted multiple PT to fund FT
- Redesigned “Green Box” to save \$120,000
- Reallocated hourly to fund online tools
- Repurposed vacancies for critical needs





Student Affairs

PBA 2023