

# University of San Diego Student Affairs Model

In the Catholic tradition, the Student Affairs Division strives to create an inclusive, educational environment which motivates and supports student learning and personal development, serve the University community, and inspire students to make a positive contribution to society. Our philosophy and approach is to collaboratively work with Academic Affairs and all areas of the University to create an integrated learning environment.

The 2014-19 strategic plan was developed through a collaborative process involving key stakeholders from all divisions of the university. Using three of the models proposed by Manning, Kinzie, and Schuh (academic-student affairs partnership, seamless learning, and ethic of care) as well as institutional priorities (diversity and inclusive excellence and changemaking) a consultant took us through an appreciative inquiry process to develop key themes shaping our work for the next five years. While this plan will be the focal point of our work, we will annually review its relevancy.

A mission-driven, financially sustainable philosophy and practice infuses our work and also reflects the operational aspects of the student experience. The co-curricular learning outcomes, (1) self-care and healthy relationships, (2) courageous living and perseverance, (3) self-awareness and purpose, (4) being, belonging, becoming, and (5) authentic engagement, complement the university undergraduate learning goals. These outcomes integrate the entire student experience and are supported by intentional, seamless opportunities for student to achieve them. These opportunities will be developmentally organized and incentivized. The outcomes were developed by faculty, staff, and students from across the divisions and will be cyclically assessed.

The strategic plan themes are identified in each of the grey boxes and intentionally progress from left to right. Healthy Mind, Body, Spirit, and Relationships focuses on the development of the self. The cluster of themes connected to Diversity and Inclusive Excellence work collaboratively to focus on others and the USD community and Local and Global Changemaking and Student Voice focus on the USD community and beyond. This reflects the progression of student development from grappling with questions such as who am I?, who am I in relation to others in my community?, and who am I in relation to the world?

Each assistant vice president in student affairs will be responsible for the meta themes (Healthy Mind, Body, Spirit, and Relationships; Diversity and Inclusive Excellence; and Local and Global Changemaking). The theme teams, comprised of faculty, staff, and students from across the divisions, will propose annual strategies, measures, and targets to achieve the long-range goal. The student affairs unit leads and theme facilitators will prioritize those strategies annually and these strategies will serve as what was formerly known as unit goals. Units will work collaboratively to implement the strategies to achieve the theme long-range goals. Unit learning outcomes will align with the co-curricular learning outcomes and unit operational outcomes will align with the our mission-driven, financially sustainable philosophy and practice.

Units will be responsible for implementing the associated strategies via the annual performance evaluation process. The vice president for student affairs will report progress on the plan to the student affairs committee of the board of trustees quarterly. Several groups will serve as an advisory capacity to the vice presidents for student affairs including associated students, graduate student council, student affairs undergraduate and graduate faculty fellows, and the strategic oversight committee on student success.

# University of San Diego Student Affairs Model

MISSION-DRIVEN, FINANCIALLY SUSTAINABLE ORGANIZATION

## CO-CURRICULAR LEARNING OUTCOMES

Self-Care & Healthy Relationships

Courageous Living & Perseverance

Self-Awareness & Purpose

Being, Belonging, Becoming

Authentic Engagement

### STRATEGIC PLAN THEMES

#### *Healthy Mind, Body, Spirit & Relationships*

Integrate our wellness education and outreach efforts to help students develop optimal mind, body, and spirit through life-skill building, positive coping strategies, and an enhanced healthy USD climate.

#### *Diversity & Inclusive Excellence*

#### *Local & Global Changemaking*

Increase USD's identity as a changemaker institution and elevate USD community members' personal identification as changemakers.

Unit Learning Outcomes

#### *We Belong Here*

Develop a community where all students feel they belong and matter.

#### *Empathic & Compassionate Campus Culture*

Realign our campus culture with our mission, values, and Torero pride.

#### *Student Voice*

Contribute to a changemaker culture through informal and formal opportunities for student voice and activism on-campus and beyond.

Unit Learning Outcomes

#### *Student Access*

Expand access to USD for all students, examine and improve processes to support student success.

#### *Inclusive Spaces & Places*

Create informal space for students, faculty, and staff in or adjacent to every building across campus.

Unit operational outcomes

Unit goals become the strategies to achieve the strategic plan themes