MILLERSVILLE UNIVERSITY
DIVISION OF STUDENT AFFAIRS
STRATEGIC PLAN
2012-2014

Strategic Planning Process

The division of Student Affairs is comprised of the following departments:

Campus Ministries*  Health Services
Campus Recreation  Housing and Residential Programs
Center for Student Involvement and  Intercollegiate Athletics
    Leadership
Counseling and Human Development  Judicial Affairs
Elsie S. Shenk Wellness and Women’s Center  Millersville University Police Department
Financial Aid  Office of the Vice President for Student
               Affairs

Each year the Office of the Vice President for Student Affairs invites the directors of each
department within the division to participate in a day-long strategic planning session where the
division’s strategic plan is re-evaluated for relevance to the current environment. The first
cOMPONENT to the re-evaluation includes a SWOT analysis which takes into account the various
perspectives of the directors on the Strengths, Weaknesses, Opportunities and Threats facing the
division. Afterwards the directors scan for trends evidenced in the SWOT.

Throughout the day the directors participate in a facilitated discussion that brings to light the key
issues to be addressed in the revised long-term strategic plan for the division. At the end of the
strategic planning session directors are asked to identify their top priorities for the division, and their
choices provide the general framework on which to build strategies for the duration of the plan.

As a context to the divisional strategic plan are the documents cited below including: the university
mission statement, the university strategic directions, and the divisional vision and mission
statements. While the division has a history of developing 3-5 year strategic plans, the length of this
most recent plan will only extend to a two-year period of time. The reason for the reduction in the
time period is twofold: 1.) The University has engaged in an initiative that is designed to transform
the institution and therefore potentially shift underlying assumptions for strategic plans of the
university; and, 2.) The direction of the university has the potential to change direction with the
transition to new executive leadership expected to occur within the year.
University Mission Statement

Millersville University recognizes excellence in teaching and learning as its reason for being and is committed to offering students a high quality, comprehensive university experience of exceptional value. Dedicated to providing nationally recognized programs that embrace the liberal arts, the University provides academic opportunities which are supported by outstanding faculty who are also accomplished scholars, artists and practitioners and are supported by a talented and dedicated professional staff.

The University provides an extensive range of academic and professional programs to meet the interests and needs of both undergraduate and graduate students. To better prepare students for a diverse society and workforce, the University embraces diversity of people, cultures, ideas and viewpoints. By balancing traditional and innovative learning environments both inside and outside of the classroom, this inclusive campus community enhances learning outcomes and better equips students for their chosen professions.

By preparing students to become well-rounded individuals for productive roles as civic and community engaged leaders and citizens, Millersville University contributes to the public good. The University stimulates intellectual and creative energy that fosters the growth of our students, faculty and staff and contributes to the social, political and economic advancement of the Commonwealth and the wider world. The Millersville University community pledges itself to academic freedom and encourages imagination and curiosity, unfettered discourse, the exchange of divergent and controversial opinion, and multicultural awareness and understanding within an environment of civility, mutual respect and cooperation.

University Strategic Directions

Millersville University will be a premier comprehensive university of national reputation by pursuing six identified strategic directions that will drive our efforts in undergraduate and graduate education. We will offer students academic programs of national distinction. We will nurture a passion for learning and growth among all members of the university community. We will foster an appreciation of the liberal arts as the foundation of all disciplines and professions and vital for success in today’s society. We will help all members of our university community to grow by exposing them to a diversity of peoples and ideas. We will prepare students to embrace the challenges of life and civic leadership. We will act as responsible stewards in growing and managing our resources.
Creating Academic Programs of National Distinction

Millersville will work to enhance all of its academic programs to make the University nationally recognized as the best educational choice for the people of Pennsylvania and beyond. We commit ourselves to hiring faculty who are scholar-educators, equally known for their contributions to their fields as they are for teaching and mentoring students. We commit ourselves to providing the resources necessary to support programs of distinction and to employing technology that enhances the educational process. We will enhance the training that enables the administration and staff to provide the support that faculty and students rely on as they undertake the robust intellectual, professional, and civic activities that are characteristic of programs of national distinction.

Nurturing a Passion for Learning

Millersville University’s commitment to programs of national distinction envisions an environment in which faculty and students are passionate about learning and in which free inquiry is guaranteed. Faculty scholarship and research expand the frontiers of knowledge, and the insights gained through these endeavors will enhance teaching and enrich student learning. We will develop innovative programs to initiate students into the college experience and to stimulate their passion for learning through intense engagement with faculty and fellow students. Students sharing in faculty research and participating in programs that apply classroom lessons to community needs will be prepared to become life-long, self-actuated learners. Small class sizes, personalized instruction, and effective support services will be hallmarks of the Millersville experience.

Fostering an Appreciation of the Liberal Arts

The University will support a culture of free inquiry and self-reflective learning, in which the arts, humanities, sciences, and social sciences together help students to become thoughtful individuals who will never lose their passion for engaging new ideas. This liberal arts core, vigorously complemented with intensified study in the student’s major, will be enriched by programs such as co-operative education, international student exchange, internships, and service-learning. We will prepare students to succeed in the job market or to undertake further education. The knowledge, skills, and values students learn will also provide them with the critical tools needed to adapt to the new challenges in our age of rapid technological change, preparing them to accept increasing levels of career, civic and social responsibility.

Cultivating a Community of Diverse People, Thoughts and Perspectives

Millersville University will enhance the diversity of people, thought, and perspectives in our community because we believe it to be a source of enrichment and intellectual growth. Members of the community will be empowered by policies and practices that promote fairness, justice, civility, and accessibility. We will prepare our students for citizenship in a world of increasing human diversity. We will actively advance an atmosphere of mutual respect, tolerance, understanding, sensitivity, and appreciation for the richness of human diversity through programs, workshops, dialogue, and training. The University will continually renew itself as a place where inquiry is
encouraged, ideas are expressed openly, and the dignity and rights of all individuals are respected and protected.

**Developing Life and Leadership Skills that Promote the Greater Public Good**

As a public university Millersville dedicates itself to a continuous search for new and better means to prepare its students to assume the responsibilities of citizenship and civic leadership. We will prepare our students to engage with communities inside and outside of the University by incorporating the latest scholarship in our programs, and by exposing students to a diversity of ideas and people. We will match these efforts by a determination to provide physical and social environments which encourage personal growth. We will emphasize co-curricular and extra-curricular programs that nourish the whole student and are conducive to both academic growth and personal development.

Millersville will expand its investment in strategic partnerships with a variety of public and private institutions and businesses in order to enable students to become civically engaged while still at the University through service learning, internship, study abroad and other such opportunities. The University will continue to seek initiatives that will empower its graduates to play ever greater roles in local and global communities – making contributions that improve the social, political, and economic conditions of the community, the nation and the globe.

**Providing Responsible Stewardship**

Responsible stewardship requires both a commitment to effectively allocate available resources and the creativity to expand resources in advancing all of our strategic directions. We also recognize Millersville University as an important force in our regional economy and as a vital cultural resource for the region. We will actively solicit the advice of community leaders to improve our undergraduate, graduate, and professional training programs in ways that will advance the region’s economic future. We will improve the facilities necessary to make the University a cultural center for the region and to enhance the programs that we offer to our neighbors. We will provide an integrated, coherent structure that demonstrates how resources are allocated to institutional priorities, and how program outcomes are continually assessed and improved.

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**Division of Student Affairs**

**Vision Statement**

The Division of Student Affairs will be a leader of innovative approaches for student-centered learning and development, and we will continually challenge ourselves as professionals to intentionally develop programs and services to meet the changing needs of our diverse student population. We will engage with the campus and surrounding communities in support of a comprehensive global approach to the learning and development of our students.
Division of Student Affairs
Mission Statement

The Division of Student Affairs contributes to fulfilling the educational mission of Millersville University and the State System of Higher Education by employing a holistic approach to student learning and development. The Student Affairs staff works collaboratively with faculty and staff to provide a diverse student body with programs, services and activities designed to contribute to learning and the development of students’ personal, social and leadership skills. The Division strives to build a campus atmosphere in which all students can become involved in the University community, make informed choices, engage in critical thinking and understand and appreciate diversity. Through the Student Affairs programs, students are challenged to assume responsibility for their behavior while striving to make positive contributions to the campus community of which they are a part.

Student Affairs staff will fulfill the Division’s mission by:

• Enhancing student success through academic and co-curricular experiences that foster lifelong learning.

• Focusing primarily on efforts intended to bring about high levels of student engagement in learning and personal growth activities.

• Using holistic approaches to learning in order to link academic and co-curricular programs and experiences.

• Developing and implementing programs and services to help students achieve competencies and emotional maturity, become autonomous, establish identities, develop communication and interpersonal skills, clarify purpose and make career choices in their lives and develop integrity.

• Providing opportunities for students to learn the value of social responsibility, diversity, civility and inclusiveness.

• Designing co-curricular programs that increase students’ social integration into the University community.

• Offering high quality and student centered services that support student recruitment, educational progress and persistence to graduation.

• Building partnerships with faculty, staff and community representatives in order to enhance the quality of programs and services for students.

• Assessing the learning, development and growth of students and utilizing assessment data to ensure continuous improvement and relevance to Student Affairs programs and services.
Division of Student Affairs
Strategic Goals

Assessment

Utilize assessment strategies to improve the effectiveness of the programs, services and activities in support of student learning and development.

Student Engagement

Encourage the growth and development of our students through co-curricular and curricular programs, services and activities on the campus and in the community.

Health and Wellness

Utilize a health and wellness developmental model to identify and encourage the health and well-being of our students, encourage healthy behaviors and decision making, and enhance and facilitate learning in support of health and wellness.

Diversity

Expand efforts to cultivate a community of diverse people, thoughts and perspectives. Promote an inclusive environment that respects and embraces diversity.

Technology

Encourage the effective use of technology as a tool for facilitating student learning and development and build success skills including critical thinking, communications, and analytical thinking.

Transformation

Support the institutional transformation process by encouraging student success for 21st Century student learners; and carrying-out the purpose of public higher education as a public good in preparing students of the Century. At its core is student success and ensuring Student Affairs continues to meet the changing needs of students coming to Millersville University.

Stewardship

Ensure that the division is managing its resources (Human Resources, Financial Resource, and Physical Resources; and ensuring that we meet our compliance and legal obligations.
## GOAL 1: Assessment

Improve the effectiveness of the programs, services and activities in support of student learning and development.

**Objectives**

1.1: Utilize data driven decision-making that is based on a comprehensive and coordinated assessment strategy.

1.2: Increase and broaden the student perspective in planning efforts for the division.

## GOAL 2: Student Engagement

Encourage the growth and development of our students through co-curricular and curricular programs, services and activities on the campus and in the community.

**Objectives**

2.1: Create a student life and work environment that stimulates the growth and leadership development of student employees and student leaders across the campus.

2.2: Develop and enhance learning environments to respond to changing needs of students.

## GOAL 3: Health and Wellness

Utilize a health and wellness developmental model to identify and encourage the health and well-being of our students, encourage healthy behaviors and decision making, and enhance and facilitate learning in support of health and wellness.

**Objectives**

3.1: Cultivate the enrichment and development of the mind, body and spirit for all students.

3.2: Partner with Academics Affairs to explore greater integration of life skills and wellness goals with key courses including: First-Year Experience, University 103 and Wellness classes.

3.3: Work collaboratively with the Office of Social Equity to enhance and increase educational programs for all students and the staff within Student Affairs.
3.4: To address alcohol and other drug interventions throughout the campus.

GOAL 4: Diversity
Expand efforts to cultivate a community of diverse people, thoughts and perspectives. Promote an inclusive environment that respects and embraces diversity.

Objectives

4.1: Increase the understanding and appreciation of cultural and human differences.
4.2: Increase interdependence of students as students’ progress through their academic programs.
4.3: Develop in conjunction with Social Equity and Academic Affairs a comprehensive strategic approach to the enrollment and retention of students, particularly for under-represented students.
4.4: Reconstitute the Retention Committee to more effectively address the issues of concern for the undergraduate and graduate populations.
4.5: Develop and implement effective strategies for early intervention on the obstacles impeding the progression of students.
4.6: Increase interdependence and knowledge acquisition regarding the management of educational pursuits.
4.7: Increase progression among students in collaboration with Academic Affairs and Social Equity to assess and address the impact of policies and procedures on the rate of retention and attrition of students.
4.8: Increase awareness of multiculturalism through programs and services in Multicultural Affairs.

GOAL 5: Technology
Encourage the effective use of technology as a tool for facilitating student learning and development and build success skills including critical thinking, communications, and analytical thinking.

Objectives

5.1: Improve understanding of co-curricular initiatives in support of intellectual and cultural development of students.
5.2: Develop, implement, and assess a strategy for the use of social media to improve the communication and outreach to students.
GOAL 6: Transformation
Support the institutional transformation process by encouraging student success for 21st Century student learners; and carrying-out the purpose of public higher education as a public good in preparing students of the 21st Century. At its core is student success and ensuring Student Affairs continues to meet the changing needs of students coming to Millersville University.

Objectives

6.1: Increase understanding knowledge from a range of disciplines and connecting knowledge to other knowledge, ideas, and experiences.

6.2: Continue the partnership with Academic Affairs and Social Equity to enhance student success.

6.3: Increase intrapersonal development and greater identity development.

6.4: Create a work environment that stimulates professional and personal growth for the professional staff within the division.

GOAL 7: Stewardship
Ensure that the division is managing its resources (Human Resources, Financial Resource, and Physical Resources; and ensuring that we meet our compliance and legal obligations.

Objectives

7.1: Effectively develop and maintain capital, human and technological resources to reach the optimum level of performance of the division in support of student development and success.

7.2: Encourage all professional staff to become a member in at least one professional organization and to participate in professional development seminars, meetings and conferences as financially feasible. Develop a fundraising plan in conjunction with the Division of Advancement.

7.3: Assess the current facilities for their effectiveness in supporting the goals of the division.

7.4: In concert with the Division of Information Resources assess the current and future needs of the division.

7.5: Develop and implement a divisional leadership development plan supportive of succession planning and the overall professional development of administrators within the division.

7.6: Reduce redundancy in programming and services and increase interdepartmental and interdivisional collaborative efforts to support student learning and development.

7.7: Develop internal and external partnerships to support student learning and development.

7.8: Identify and seek external resources to increase support for programs and services.