

# DAEMEN COLLEGE



## A MODEL OF STUDENT EXCELLENCE: STUDENT AFFAIRS STRATEGIC PLAN 2016-2021



## A MODEL OF STUDENT EXCELLENCE: STUDENT AFFAIRS STRATEGIC PLAN 2016-2021



Dear Friends:

I am a firm believer that student affairs exists to support and complement the academic experience. While students are not necessarily coming to Daemen College because of our division, the work that we do affects whether or not they are able to stay and persist. It is under that philosophy that we have developed the following strategic plan aptly titled, A Model for Student Excellence.

This five-year plan, 2016-2021, was created over a two-year period with engagement of students, faculty, and staff. Over several retreats, student affairs directors worked collaboratively to solidify our mission, vision, and values; analyzed our strengths, weaknesses, opportunities, and threats; and identified four (4) main strategic priorities for the division.

While we realize the aspirational nature of many of these goals, we also believe that they are realistic and attainable through a collaborative effort and strategic thought and action. We also have ensured that the resulting goals are connected to the College's strategic and facilities master plans.

We look forward to creating a brighter future for Daemen College students over these next five years and welcome you to be a part of that success.

Sincerely,

Dr. Greg Naylor  
Vice President for Student Affairs  
Daemen College



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## A MODEL OF STUDENT EXCELLENCE: STUDENT AFFAIRS STRATEGIC PLAN 2016-2021



### Mission, Vision, and Values

On June 19, 2016, the division of Student Affairs held a retreat designed to strategically plan for the year ahead and craft a mission, vision, and values upon which we could build our work. The results of that work are as follows:

#### Mission

The division of Student Affairs serves students and the greater campus community through programs and services that support scholarship, leadership development, and a work/life balance in a safe, secure, and caring environment. We strive to empower students to be responsible, and respectful citizens with an understanding and appreciation for diversity.

#### Vision

We will continue to create and enhance an environment that is positive, supportive, exciting, challenging, contemporary and has a significant impact on the recruitment and retention of students.

#### Values

- **Student Centered:** We provide programs and services that enrich the college experience through opportunities for life-long learning and skill development in a vibrant social environment.
- **Scholarship:** We strive to support, celebrate, and promote students' academic success.
- **Progressive:** We aim to stay contemporary in our development and support offerings, meeting the needs of today's modern students.
- **Integrity:** We encourage personal responsibility and the development of moral and ethical understanding and behavior.

- **Balance/Wellness:** We provide programming that is aimed at empowering students to be well informed and self-directed participants in their own healthy lifestyles, choices, and healthcare. We encourage students to achieve a healthy balance in their mind, body, and spirit.
- **Respect:** We recognize and appreciate persons' individual differences and beliefs while encouraging freedom of expression in a diverse community.
- **Care:** We practice compassion and understanding as we work with students creating a safe and secure living environment.

### Strategic Directions

The Division of Student Affairs has identified four (4) strategic directions upon which the future is built: Infrastructure, Staff Development, Student Growth and Success, and Campus Climate.

- I. **Infrastructure:** The Division of Student Affairs will invest in infrastructure improvements to improve the student experience and ensure a more efficient use of people and resources.
  - A. **Technology:** New technologies and systems will be combined with existing policies and practices to ensure efficiency, improve communications, and maintain a safe and secure campus.
    1. By the fall of 2018, Housing Software will be purchased and integrated with the College's database system to allow for a sophisticated system for managing room assignments, first-year student requests, and returning student lottery.



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2. Beginning in the summer of 2016, Student Affairs will begin adding card access to Canavan Residence Hall and other select areas with a goal of having card access installed throughout campus by fall 2021.
  3. Evaluate and implement a system for transitioning health and counseling records from paper to digital.
  4. By the fall of 2018, implement a siren/ PA system for use as part of emergency response, combined with existing mass alert system.
  5. Re-evaluate and define the use and purpose of DCLink to better foster use and tracking.
  6. Investigate possibilities for utilizing cameras in parking lots to show community members available parking spaces on campus.
  7. Install a power generator on the Wick Student Center to enable key operations to continue in the case of a power outage.
  8. Conduct a review of wide use of the EMS Room management system and examine ways to create efficiencies with the room reservation process with Facilities, IT and others.
- B. **Facilities:** Student Affairs will develop plans for renovating existing facilities, maintaining furniture and fixtures, and consolidating operations and office space into ideal locations for access and collaboration.
1. The Counseling Center will be relocated, by the spring of 2017, to a new center located in the Wick Student Center to combine operations with Health and Insurance Services and Prevention Education.
  2. Working with Campus Dining provider, Student Affairs will develop plans for renovating the main dining hall, including the prep area and ventilation systems.
  3. Paint all of the room doors in Canavan Hall.
  4. Renovate kitchen/lounge space in Canavan Hall to include new carpeting, seating, and cabinets.
  5. Research a plan and cost for air conditioning Canavan Hall.
  6. In coordination with Advancement, develop a renovation plan for the Social Room to include more bathrooms and moveable walls.
  7. By the fall of 2019, renovate Alumni Lounge to include new furniture and a video wall.
  8. Replace the flooring in the main lobby of the Wick Student Center.
  9. Install electrical power to the North Lawn.



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10. Refurbish Wick Student Center stairwells.

11. Develop a plan for relocating the VPSA to a new office suite in Wick enabling full use of a Campus Safety command center on the ground floor.

12. Develop an appropriate inventory of supplies for conference services which includes tables, cloths, linens, etc.

13. Renovate all first floor bathrooms in the Wick Student Center.

C. **Fundraising:** Student Affairs will incorporate regular fundraising and development efforts into their work and systems in order to provide funding for capital improvements beyond operating expenses and to better support student initiatives.

1. By the summer of 2018, bring conference services under student affairs and develop an auxiliary service that is profitable and provides significant revenue to student affairs through non-operating expenses.
2. Explore additional revenue streams to make Transportation self-funded through advertising and other partnerships.
3. Develop new partnerships for sponsors for new student orientation with the goal of securing \$10,000 annually in sponsorships for the event.

4. Implement a system and fee structure, by the summer of 2018, to attract regular vendors for students who charge a reasonable fee to use space and advertise for students.

**II. Staff Development:** The Division of Student Affairs will fully invest in the recruitment, retention and training of all members of the team, including contracted employees.

A. **Professional Development:** In order to provide students, families, faculty, and staff with the highest quality of service and to remain in the forefront of best practices, all members of the Student Affairs team will engage in regular professional development activities.

1. As a part of the annual evaluation process, each professional staff member will develop a professional development plan for themselves and their organization which includes membership and professional conference attendance.

B. **Cross training:** Student Affairs will incorporate strategies and guides to ensure that there is proper cross training across the division.

1. Develop annual training for Campus Safety and Residence Life personnel that incorporates best practices in response and does so in accordance with the Incident Command System (ICS).



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C. **Staffing:** Student Affairs will utilize best practices and innovative approaches to managing staffing needs and reporting structure, while operating using an efficient and fiscally conservative approach.

1. Implement a revised structure for the Student Affairs division which will enable a greater locus of control for the VPSA and DOS while properly aligning key areas together.
2. Hire and train a new professional staff member to serve as administrative support for the Student Affairs suite on the 2nd floor of the Wick Student Center.
3. By the fall of 2018, re-align responsibilities for the current administrative assistant in health services to become full-time and provide support for the entire CHIP Center.
4. Investigate the feasibility of hiring a marketing and communication specialist and/or utilizing existing partnerships to assist with the management of social media and the website.
5. Implement a shared system for better utilization of student workers to save costs and enable cross training across all areas.
6. Hire and train a full-time staff member to serve as Veteran Services Coordinator.

7. Transition Residence Life GAs into a full-time, professional coordinator.

8. Implement a plan for hiring professional/para-professional staff to assist with cultural programming.

**III. Student Growth and Success:** The Division of Student Affairs will implement programs and strategies that foster learning and growth for students geared at helping them to succeed academically and socially.

A. **Health and Wellness:** Programs and services in student affairs will be focused on developing the whole student with an emphasis on prevention and effective intervention strategies.

1. By the spring of 2018, implement a student run EMS that serves as first responders and complements the work of Snyder Fire and Rescue.
2. Develop a plan with SWAG (Student Wellness Action Group) to incorporate year-round health and wellness education for the campus community including minimizing the stigma associated with counseling.
3. Create an Active Minds chapter through the CHIP Center.
4. Actively engage and educate parents and families through the creation of a Parents as Wildcats (PAWs) group and a regularly printed newsletter.



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B. **Leadership Development:** Actively engage students in activities that foster the development of leadership skills.

1. Investigate the possibility of creating a co-curricular leadership development certificate for students who complete the LEADS program.
2. Develop a set of key performance indicators and learning outcomes for co-curricular activities.

**IV. Campus Climate:** The Division of Student Affairs will work to create a climate and culture where students of all backgrounds and faiths feel connected, valued, and empowered.

A. **Diversity and Inclusion:** Programming efforts as well as policy and procedure decisions will be made in concert with diverse populations and creating an inclusive environment.

1. Partner with local religious organizations to conduct regular, advertised services on campus as well as providing options for services off-campus which include transportation.
2. Through the creation of a Diversity Ambassadors program, all entering students will receive mandatory education on campus climate and culture during New Student Orientation.

3. Train a group of professional staff and educators to lead small group sessions on campus climate and culture for new students during Welcome Back Week.

4. Develop a recruitment and retention plan for Veteran and Military Aligned Students geared at increasing this population by 100% by the fall of 2019.
5. Implement a system for ensuring intentional collaboration across different clubs, organizations, and athletic teams.
6. Through the CDI, develop an annual social justice theme to help inform campus programming and engagement.

B. **Communication:** A system for streamlining communication, as well as embracing multiple methods for communication, will be implemented.

1. Departments within the Division will utilize existing systems, such as MailChimp, to create aesthetically pleasing, streamlined messages across the division, eliminating redundancy.
2. Implement a cohesive strategy designed to develop brands for each department that complements the larger division brand.
3. Conduct an analysis of student affairs website to ensure ADA compliance on all images, videos, and materials.





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# Strengths, Weaknesses, Opportunities and Threats (SWOT)

		Helpful	Harmful	
Internal		<b>STRENGTHS</b> Collaborative nature of the team Student focused, service oriented, highly focused and dependable team Strong leadership and support Knowledgeable, professional staff Fun, engaging environment with the team which permeates through to students Creative problem solving using limited resources available Data driven decision-making for informative strategic planning and goal setting New facilities such as CHIP and the Den Incorporation of technology- DCLink, Advocate, Insight, Card Access, Alertus, etc. Nimbleness of organization and professionals in decision making Emergency response planning and response Sexual assault/dating violence response and follow-up	<b>WEAKNESSES</b> Seen and used as a "Catch-all" for any unknown/ complicated issue seeking resolution Limited staffing and resources to carry out projects and mandates Management of areas beyond our control Student-to-staff ratio, especially in terms of managing significant issues Event promotion and lack of streamlined publicity No timeline and/or dedicated resources for replacement/ revitalization of spaces Institution may appear "Risk Adverse" Limited space & facilities staffing Lack of understanding in the greater community of the role of student affairs and the day-to-day activities of organization and its staff Seemingly insurmountable challenges for the time and staffing	
	External		<b>OPPORTUNITIES</b> Veteran Services becoming a part of the division Conference Services as an opportunity for revenue and funding Infrastructure changes, including Wick Center Card access system and modernizing key control and access Transitioning Campus Safety Supervisors from an outside organization to internal staff External Relationships: Daemen Day, Park School, Corporate Sponsors, Naming Opportunities Grants for funding new and current initiatives "Friend-raising" Snyder Fire, Amherst Police, Twin City Partnerships with businesses/ organizations and student groups Collaboration with other departments for major events such as Convocation/Move-in and Retention/Recruitment initiatives Use of existing campus technology such as ImpulseGuide, MailChimp, Alertus for improving communication	<b>THREATS</b> Safety- Colleges are "soft targets" Political Climate Current and pending legislation that causes shifts in functioning and reprioritization of resources Competition for a shrinking demographic of student Technology that could potentially threaten social interaction/events Cultural climate, keeping up with trends Mental Health of students Decreasing Enrollment resulting in few resources to carry out necessary services Expectation of greater services ("Keeping up with the Joneses") More entitled and narcissistic culture

# Index Tracking Document

Strategic Direction	Goal	Objective	Office Responsible	Campus Partnerships	Off-Campus Partnerships	Cost (if known)	Academic Year	Assessment	Connection to DC's Strategic Plan	Connection to DC's Facilities Master Plan
<b>I. Infrastructure</b>	<i>The Division of Student Affairs will invest in infrastructure improvements to improve the student experience and ensure a more efficient use of people and resources.</i>									
	<b>I.A. Technology:</b> New technologies and systems will be combined with existing policies and practices to ensure efficiency, improve communications, and maintain a safe and secure campus.	I.A.1. By the fall of 2018, <b>Housing Software</b> will be purchased and integrated with the College's database system to allow for a sophisticated system for managing room assignments, first-year student requests, and returning student lottery.	Housing and Residence Life	Information Technology		\$ 15,000.00	2018-19		Strategy Four, Goal A	
		I.A.2. Beginning in the summer of 2016, Student Affairs will begin installing <b>card access</b> to Canavan Residence Hall and other select areas with a goal of having card access installed throughout campus by fall 2021.	Campus Safety	Information Technology, Facilities				2018-19	Strategy IV, Goal A (Integration of Information Systems)	Canavan Hall, p. 42
		I.A.3. Evaluate and implement a system for transitioning health and counseling records from paper to digital.	Health Services, Counseling Services	Information Technology				2020-21	Strategy IV, Goal A (Integration of Information Systems)	
		I.A.4. By the fall of 2018, implement a siren/PA system for use as part of emergency response, combined with existing mass alert system.	Campus Safety	Information Technology				2018-19	Strategy IV, Goal B (Renovation of Existing Space)	Safety and Security, p. 45
		I.A.5. Re-evaluate and define the use and purpose of DCLink to better foster use and tracking.	Student Activities, Orientation and Leadership Development		Campus Labs	\$ -	2017-18		Strategy IV, Goal A (Integration of Information Systems)	
		I.A.6. Investigate possibilities for utilizing cameras in parking lots to show community members available parking spaces on campus.	Campus Safety	Information Technology				2018-19		General Campus- Safety and Security
		I.A.7. Install a power generator on the Wick Student Center to enable key operations to continue in the case of a power outage.	VPSA					2017-18	Strategy IV, Goal B (Renovation of Existing Space)	Safety and Security, p. 45
	I.A.8. Conduct a review of wide use of the EMS Room management system and examine ways to create efficiencies with the room reservation process with Facilities, IT and others.	Conference Services						Strategy IV, Goal A (Integration of Information Systems)		
	<b>I.B. Facilities.</b> Student Affairs will develop plans for renovating existing facilities, maintaining furniture and fixtures, and consolidating operations and office space into ideal locations for access and collaboration.	I.B.1. The Counseling Center will be relocated, by the spring of 2017, to a new center located in the Wick Student Center to combine operations with Health and Insurance Services and Prevention Education.	VPSA	Facilities	He-Cap	\$ 98,000.00	2017-18		Strategy IV, Goal B (Renovation of Existing Space)	
		I.B.2. Working with Campus Dining provider, Student Affairs will develop plans for renovating the main dining hall, including the prep area and ventilation systems.	VPSA, Dining Services	Facilities	7Gens, LLC	\$ 1,000,000.00	2018-19		Strategy IV, Goal B (Renovation of Existing Space)	Wick Second Floor, p. 46
	I.B.3. Paint all of the room doors in Canavan Hall	Housing and Residence Life	Facilities		\$ 30,000.00	2017-18		Strategy IV, Goal B (Renovation of Existing Space)		

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		I.B.4. Renovate kitchen/lounge space in Canavan Hall to include new carpeting, seating, and cabinets.	Housing and Residence Life	Facilities		\$ 75,000.00	2018-19		Strategy IV, Goal B (Renovation of Existing Space)	
		I.B.5. Research a plan and cost for air conditioning Canavan Hall	Housing and Residence Life	Facilities			2020-21		Strategy IV, Goal B (Renovation of Existing Space)	
		I.B.6. In coordination with Advancement, develop a renovation plan for the Social Room to include more bathrooms and moveable walls.	VPSA	Facilities, Advancement			2019-20		Strategy IV, Goal B (Renovation of Existing Space)	Wick Second Floor, p. 46
		I.B.7. By the fall of 2019, renovate Alumni Lounge to include new furniture and a video wall.	VPSA	Facilities		\$ 60,000.00	2018-19		Strategy IV, Goal B (Renovation of Existing Space)	Wick First Floor, p. 46
		I.B.8. Replace the flooring in the main lobby of the Wick Student Center.	VPSA	Facilities		\$ 15,000.00	2017-18		Strategy IV, Goal B (Renovation of Existing Space)	Wick First Floor, p. 46
		1.B.9. Install electrical power to the North Lawn.	VPSA	Facilities			2018-19		Strategy IV, Goal B (Renovation of Existing Space)	Wick First Floor, p. 46
		1.B.10. Refurbish Wick Student Center stairwells	VPSA	Facilities			2020-21		Strategy IV, Goal B (Renovation of Existing Space)	
		1.B.11. Develop a plan for relocating the VPSA to a new office suite in Wick enabling full use of a Campus Safety command center on the ground floor	VPSA				2020-21		Strategy III, Goal B (Student Support)	
		1.B.12. Develop an appropriate inventory of supplies for conference services which includes tables, cloths, linens, etc	Conference Services, Dining Services				2018-19		Strategy V, Goal D (Revenue)	
		1.B.13. Renovate all first floor bathrooms in the Wick Student Center.	VPSA	Facilities			2019-20		Strategy IV, Goal B (Renovation of Existing Space)	
	<b>I.C. Fundraising:</b> Student Affairs will incorporate regular fundraising and development efforts into their work and systems in order to provide funding for capital improvements beyond operating expenses and to better support student initiatives.	I.C.1. By the summer of 2018, bring conference services under student affairs and develop an auxiliary service that is profitable and provides significant revenue to student affairs through non-operating expenses.	VPSA, Conference Services	Advancement			2016-17		Strategy V, Goal D (Revenue)	
		I.C.2. Explore additional revenue streams to make Transportation self-funded through advertising and other partnerships.	VPSA		We Care Transportation		2019-20		Strategy V, Goal D (Revenue)	
		I.C.3. Develop new partnerships for sponsors for new student orientation with the goal of securing \$10,000 annually in sponsorships for the event.	Orientation and Leadership Development	Advancement			2018-19		Strategy V, Goal D (Revenue)	
		I.C.4. Implement a system and fee structure, by the summer of 2018, to attract regular vendors for students who charge a reasonable fee to use space and advertise for students.	Student Activities	Advancement			2018-19		Strategy V, Goal D (Revenue)	

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Strategic Direction	Goal	Objective	Office Responsible	Campus Partnerships	Off-Campus Partnerships	Cost (if known)	Academic Year	Assessment	Connection to DC's Strategic Plan	Connection to DC's Facilities Master Plan
<b>II. Staff Development</b>	<i>The Division of Student Affairs will fully invest in the recruitment, retention and training of all members of the team, including contracted employees.</i>									
	<b>II.A. Professional Development:</b> In order to provide students, families, and faculty staff with the highest quality of service and to remain in the forefront of best practices, all members of the Student Affairs team will engage in regular professional development activities.	II.A.1. As a part of the annual evaluation process, each professional staff member will develop a professional development plan for themselves and their organization which includes membership and professional conference attendance.	All				2017-18		Strategy III, Goal B (Student Support)	
		II.A.2. The Division will add a semester in-service for all members where directors will take turns conducting brief professional development for team members.	VPSA			\$ -	2017-18		Strategy III, Goal B (Student Support); Strategy V, Goal b (Faculty and State Support)	
		II.A.3. Develop a comprehensive, and year-long training program for all campus safety officers to ensure that they are utilizing best practices in the profession and are well-prepared in times of an emergency.	Campus Safety		US Security Associates, Amherst Police Department, Snyder Fire and Rescue		2017-18		Strategy III, Goal B (Student Support); Strategy V, Goal b (Faculty and State Support)	
	<b>II.B. Cross training:</b> Student Affairs will incorporate strategies and guides to ensure that there is proper cross training across the division.	II.B.1. Develop annual training for Campus Safety and Residence Life personnel that incorporates best practices in response and does so in accordance with the Incident Command System (ICS).	Campus Safety, Housing and Residence Life			\$ -	2016-17		Strategy III, Goal B (Student Support); Strategy V, Goal b (Faculty and State Support)	
	<b>II.C. Staffing:</b> Student Affairs will utilize best practices and innovative approaches to managing staffing needs and reporting structure, while operating using an efficient and fiscally conservative approach.	II.C.1. Implement a revised structure for the Student Affairs division which will enable a greater locus of control for the VPSA and DOS while properly aligning key areas together.	VPSA	Human Resources			2017-18		Strategy III, Goal B (Student Support), Strategy V, Goal D (Revenue)	
		II.C.2. Hire and train a new professional staff member to serve as administrative support for the Student Affairs suite on the 2nd floor of the Wick Student Center.	VPSA	Advancement		\$ -	2016-17		Strategy III, Goal B (Student Support)	
		II.C.3. By the fall of 2018, re-align responsibilities for the current administrative assistant in health services to become full-time and provide support for the entire CHIP Center.	VPSA	Human Resources		\$ 15,000.00	2018-19		Strategy III, Goal B (Student Support)	
		II.C4. Investigate the feasibility of hiring a marketing and communication specialist and/or utilizing existing partnerships to assist with the management of social media and the website.	VPSA	Human Resources			2018-19		Strategy V, Goal D (Revenue)	
		II.C.5. Implement a shared system for better utilization of student workers to save costs and enable cross training across all areas.	All			\$ -	2017-18		Strategy V, Goal D (Revenue)	
		II.C.6. Hire and train a full-time staff member to serve as Veteran Services Coordinator.	Diversity and Multicultural Affairs	Human Resources		\$ 30,000.00	2018-19		Strategy II, Goal A (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	

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Strategic Direction	Goal	Objective	Office Responsible	Campus Partnerships	Off-Campus Partnerships	Cost (if known)	Academic Year	Assessment	Connection to DC's Strategic Plan	Connection to DC's Facilities Master Plan
		II.C.7. Transition Residence Life GAs into a full-time, professional coordinator	Residence Life	Human Resources		\$ -	2018-19		Strategy III, Goal B (Student Support)	
		II.C.8. Implement a plan for hiring professional/para-professional staff to assist with cultural programming.	Diversity and Multicultural Affairs, Student Activities	Human Resources			2018-19		Strategy II, Goal A (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	
<b>III. Student Growth and Success: The Division of Student Affairs will implement programs and strategies that foster learning and growth for students geared at helping them to succeed academically and socially.</b>										
	<b>III.A. Health and Wellness:</b> Programs and services in student affairs will be focused on developing the whole student with an emphasis on prevention and effective intervention strategies.	III.A.1. By the spring of 2018, implement a student run EMS that serves as first responders and complements the work of Snyder Fire and Rescue.	VPSA, Campus Safety		Snyder Fire and Rescue	\$ 10,000.00	2017-18		Strategy III, Goal B (Student Support)	
		III.A.2. 2. Develop a plan with SWAG (Student Wellness Action Group) to incorporate year-round health and wellness education for the campus community including minimizing the stigma associated with counseling.	Counseling	SWAG	Crisis Services	\$ -	2017-18		Strategy III, Goal B (Student Support)	
		III.A.3. Create an Active Minds chapter through the CHIP Center	Counseling			\$ -	2017-18		Strategy III, Goal B (Student Support)	
		III.A.4. Actively engage and educate parents and families through the creation of a Parents as Wildcats (PAWs) group and a regularly printed newsletter.	Orientation and Leadership Development	Publications			2018-19		Strategy II, Goal A (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	
	<b>III.B. Leadership Development:</b> Actively engage students in activities that foster the development of leadership skills.	III.B.1. Investigate the possibility of creating a co-curricular leadership development certificate for students who complete the LEADS program.	Orientation and Leadership Development	Academic Affairs			2020-21		Strategy II, Goal C (Experiential Learning)	
		III.B.2. Develop a set of key performance indicators and learning outcomes for co-curricular activities.	Orientation and Leadership Development, Student Activities			\$ -	2019-20		Strategy II, Goal C (Experiential Learning)	
<b>IV. Campus Climate: The Division of Student Affairs will work to create a climate and culture where students of all backgrounds and faiths feel connected, valued, and empowered.</b>										
	<b>IV.A. Diversity and Inclusion:</b> Programming efforts as well as policy and procedure decisions will be made in concert with diverse populations and creating an inclusive environment.	IV.A.1. Partner with local religious organizations to conduct regular, advertised services on campus as well as providing options for services off-campus which include transportation.	Diversity and Multicultural Affairs		Local Churches and Synagogues		2017-18		Strategy II, Goal A (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	
		IV.A.2. Through the creation of a Diversity Ambassadors program, all entering students will receive mandatory education on campus climate and culture during New Student Orientation.	Diversity and Multicultural Affairs	Orientation and Leadership Development			2017-18		Strategy II, Goal A (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	
		IV.A.3. Train a group of professional staff and educators to lead small group sessions on campus climate and culture for new students during Welcome Back Week.	Diversity and Multicultural Affairs	Orientation and Leadership Development, Student Success Center					Strategy II, Goal T (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	

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		IV.A.4. Develop a recruitment and retention plan for Veteran and Military Aligned Students geared at increasing this population by 100% by the fall of 2019.	Diversity and Multicultural Affairs	Admissions	Veterans One Stop		2018-19		Strategy II, Goal A (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	
		IV.A.5. Implement a system for ensuring intentional collaboration across different clubs, organizations, and athletic teams.	Student Activities			\$ -	2017-18		Strategy II, Goal D (Global Engagement Activities Student); Strategy III, Goal B (Student Support)	
		IV.A.6. Through the CDI, develop an annual social justice theme to help inform campus programming and engagement.	Diversity and Multicultural Affairs	CDI			2018-19		Strategy II, Goal T (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	
	IV. B. Communication: A system for streamlining communication, as well as embracing multiple methods for communication, will be implemented.	IV.B.1. Departments within the Division will begin utilizing existing systems, such as mailchimp, to create aesthetically pleasing, streamlined messages across the division, eliminating redundancy.	All	Information Technology			2017-18		Strategy IV, Goal A (Integration of Information Systems)	
		IV.B.2. Implement a cohesive strategy designed to develop brands for each department that complements the larger division brand.	All	Advancement	ImpulseGuide				Strategy V, Goal D (Revenue)	
		IV.B.3. Conduct an analysis of student affairs website to ensure ADA compliance on all images, videos, and materials.	Diversity and Multicultural Affairs	Informational Technology			2018-19		Strategy II, Goal E (Global Engagement and Diversity); Strategy III, Goal B (Student Support)	



## **A MODEL OF STUDENT EXCELLENCE: STUDENT AFFAIRS STRATEGIC PLAN**

2016-2021

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**Daemen College Student Affairs**

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