



DIVISION of
STUDENT AFFAIRS

EAST TENNESSEE STATE UNIVERSITY

Strategic Plan

Division of Student Affairs

East Tennessee State University

2018-2023



EAST TENNESSEE STATE UNIVERSITY

VISION

Developing a world-class environment to enhance student success and improve the quality of life in the region and beyond.

MISSION

ETSU provides a student-centered community of learning, reflecting high standards and promoting a balance of liberal arts and professional preparation, and continuous improvement. The university conducts a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center. Education is the university's highest priority, and the institution is committed to increasing the level of educational attainment in the state and region based on core values where:

PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential; RELATIONSHIPS are built



on honesty, integrity, and trust; DIVERSITY of people and thought is respected; EXCELLENCE is achieved through teamwork, leadership, creativity, and a strong work ethic; EFFICIENCY is achieved through wise use of human and financial resources; and COMMITMENT to intellectual achievement is embraced.

VALUES

ETSU endorses the value of a liberal education and provides

enriching experiences in honors education, student research and creative activity, study abroad, service-learning, and community-based education.

ETSU honors and preserves the rich heritage of Southern Appalachia through distinctive education, research, and service programs and is actively engaged in regional stewardship.

ETSU affirms the contributions

of diverse people, cultures, and thought to intellectual, social, and economic development.

ETSU offers students a total university experience that includes cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletic programs.

ETSU awards degrees in over one hundred baccalaureate, master, and doctoral programs, including distinctive interdisciplinary programs and distance education offerings that serve students from the region and beyond.

East Tennessee State University

Strategic Plan

The university plan is intended to be the guiding document for academic and administrative units when developing and prioritizing their strategies for achieving the strategic goals of the university and to guide budgeting and resource allocation decisions. The hope is that decision-making will become a more decentralized process that will encourage innovation among the units.

Core Goals

Six institution-wide areas of focus are fundamental to the University's vision, mission and future success:

1. **SUPPORTING** a strategic growth agenda that maximizes the student experience both inside and outside the classroom.
2. **ENSURING** the diversity and inclusion of people and ideas.
3. **EMPOWERING** employees to make ETSU a great place to learn, work, and grow.
4. **SUPPORTING** excellence in Teaching.
5. **EXPANDING** The foundation for scholarly (research and creative activity) excellence and innovation in all disciplines.
6. **LEADING** the region forward through community engagement and service.





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LETTER FROM THE VICE PRESIDENT OF STUDENT AFFAIRS

September 2018



In the Division of Student Affairs, our mission is to support student success by helping students realize their educational goals, working to support them from enrollment through graduation. We are fortunate to have a committed team of staff and student leaders who are focused on the delivery of excellent student support services and outstanding involvement opportunities.

The development of this plan was a collaborative effort. Our strategic planning team reviewed data and gathered feedback and ideas from students, as well as campus and community partners. We are excited to share this plan as a “living” document and a work in progress. We look forward to achieving great outcomes through a shared vision, creativity, collaboration, accountability and effort. The plan establishes a great road map, but our most exciting journeys lie ahead!

- Dr. Joe Sherlin

Vice President for Student Affairs





Beall Burchett Byrd Caughran Fulkerson Hopson Howard Jones Knobloch Levesque Mayhew Odum Warner

DIVISION OF STUDENT AFFAIRS PLANNING TEAM FOR THE DIVISION STRATEGIC PLAN

Planning Team Membership
September 2017 – June 2018

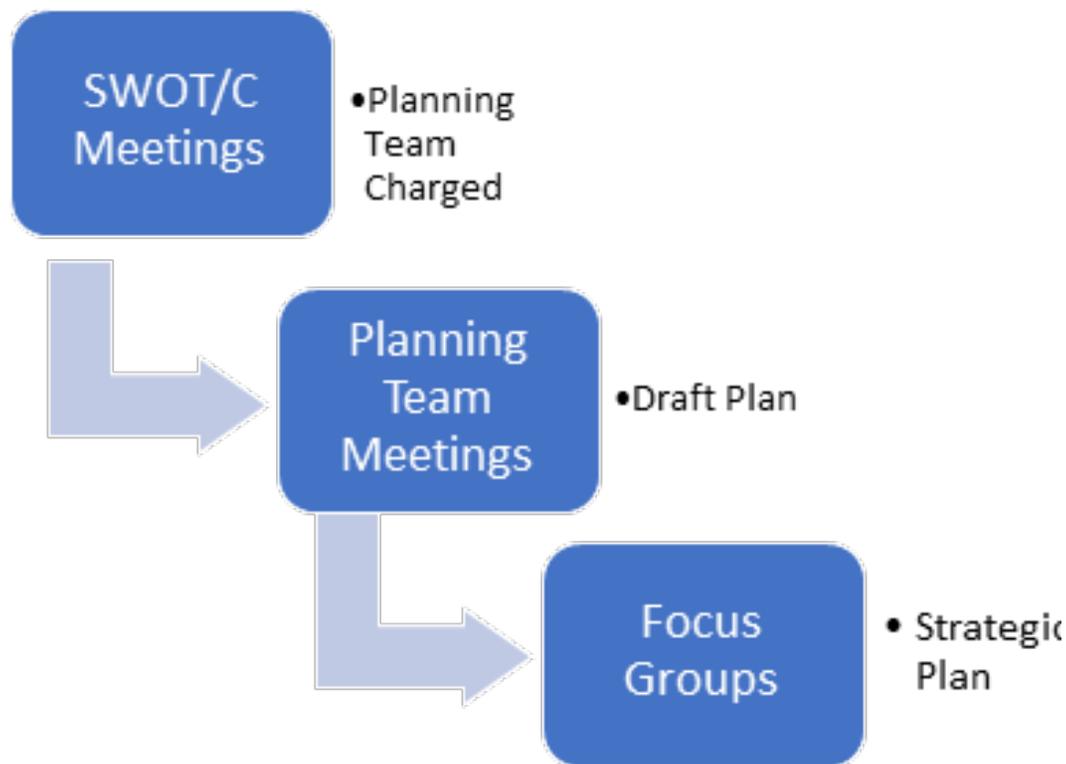
- KATY BEALL, Systems Coordinator, Campus ID Services
DR. BONNIE BURCHETT, Director of Housing and Residence Life
DR. MICHELLE BYRD, Assistant Dean of Students
PATRICIA CAUGHRAN, Office Supervisor, Student Publications
JOY FULKERSON, Assistant Director, Leadership and Civic Engagement
BLAKE HOPSON, Financial Aid Counselor
DR. JEFF HOWARD, Associate Vice President for Student Engagement & Dean of Students
DR. DAN JONES, Director of the Counseling Center
ADAM KNOBLOCH, Associate Director of Campus Recreation
HEATHER LEVESQUE, Director of New Student and Family Programs
DR. SAM MAYHEW, Assistant Vice President for Student Services (Chair)
LISA ODUM, Executive Aid for Student Affairs
DR. CARLA WARNER, Director of Adult, Commuter, and Transfer Services



PLANNING PROCESS

Four SWOT/C analysis meetings were held during Summer 2017 with all Division staff members invited to participate. The Vice President charged a Planning Team in Fall 2017. The team met in working sessions ten times throughout the ensuing months and used data from the SWOT/C

analysis to inform strategic initiatives, goals, and objectives. At the center of conversation by plan members were a deep realization that the Division of Student Affairs is a leader in student engagement, a partner in education, and is focused on student success.



The process included working through emerging themes, creating a draft plan along with action items. Finally, a draft plan was presented in four campus-wide forums open to students, faculty, and staff. The Division Leadership Team incorporated feedback to further refine the plan and develop this document. A final meeting was held with the Planning Team before the plan was rolled out to the Student Affairs Council members and the entire Division prior to the 2018 Division Retreat in June 2018.



THE DIVISION OF STUDENT AFFAIRS — AN OVERVIEW

STRATEGIC MISSION AND SHARED VALUES

The mission of the Division for Student Affairs is to promote student success. We strive to promote student success by working daily to realize the Division’s values:

- **ADVOCACY** — Advocate for students individually and collectively in order to ensure the university’s continuing focus on students
- **DIVERSITY** — Develop an affirming campus environment for all students that challenges the community to model respect, caring, honesty, and openness in a manner that honors the value and inclusion of all individuals and groups
- **ENGAGEMENT** — Promote student involvement and active exploration through the creation of educationally purposeful programs, activities, and environments
- **LEARNING** — Facilitate and support the lifelong pursuit of knowledge through meaningful, creative, and innovative experiences that connect students’ academic and co-curricular learning
- **STEWARDSHIP** — Provide intentional and innovative development and management of human, technological, natural, and fiscal resources
- **STUDENT DEVELOPMENT** — Support the personal development and growth of every student to enhance self-awareness, physical and psychological well-being, honest and open communication, leadership, and integrity

THE STRATEGIC PRIORITIES FOR THE DIVISION OF STUDENT AFFAIRS ARE:

- **ENSURE** a robust student life experience maximizing student engagement, student development, and promoting student success
- **PROMOTE** a campus climate that values the diversity and inclusion of people and ideas
- **EMPOWER** Division employees to make ETSU a great place to learn, work, and grow



- **STEWARD** facilities, technology, and resources to promote a growth agenda, an inclusive climate, student engagement, and student success
- **DEVELOP** and enhance partnerships that support student engagement and success

DIVISION OVERVIEW

Students are the center of our efforts. We work to develop educational experiences, affirming environments, accessible services, and involvement opportunities that promote student success, impact student retention, and enhance the experiences of our students as they strive to achieve their educational and career goals.

DIVISION UNITS

ADULT, COMMUTER & TRANSFER SERVICES (ACTS)

ACTS assists commuter, transfer, and nontraditional students to make a smooth transition and continued engagement with the university with special programs, services, events, activities and honor societies geared to these student populations. ACTS is the home of the Undergraduate Student Success program.

CAMPUS RECREATION

Campus Recreation promotes a lifetime of health and wellness through the Basler Center for Physical Activity, intramural programs, sport clubs, outdoor adventure activities, non-credit instruction, fitness programs, aquatics and individual training opportunities.

CIVIC ENGAGEMENT AND LEADERSHIP

Civic Engagement and Leadership promotes, organizes, and supports a

variety of public service opportunities and civic engagement activities for the campus community and maintains a community service resource center for students interested in serving others.

COUNSELING CENTER

The Counseling Center provides counseling services and psychoeducational programs that promote student development, wellness and success.

DISABILITY SERVICES

Disability Services provides services and promotes an accessible environment, which allows people with disabilities an equal opportunity for participation in educational pursuits and other campus activities.

D.P. CULP UNIVERSITY CENTER

The D.P. Culp University Center houses campus food services, the bookstore, the post office, meeting rooms, most Student Affairs offices and Student Support Services. The Culp Center is a primary venue for many campus events and activities.

FINANCIAL AID

The Office of Financial Aid is responsible for providing information and services and assembling financial aid for eligible students to obtain an undergraduate or graduate degree. The office provides the highest quality of service possible to support an eligible student in completion of a degree.

FRATERNITY & SORORITY LIFE

Fraternity and Sorority Life provides guidance to fraternities and sororities, serves as a liaison between advisors (faculty and alumni), national headquarters, and parents, and provides programs, services and training in support of chapter operations.

HOUSING & RESIDENCE LIFE

Housing and Residence Life provides an environment that promotes student success. On-campus students enjoy a variety of living options with varying amenities, lifestyles, and price points to accommodate their diverse needs.

ID SERVICES

ID Services supports faculty, staff and student use of the university identification card, which gives users access to various on-campus and off-campus services and privileges, including library and athletic event access and the popular ID BUCS program.

MULTICULTURAL AFFAIRS

The Office of Multicultural Affairs is responsible for creating and fostering a campus-wide climate of respect for each individual and advocating for a culturally diverse and non-discriminatory campus community.

MULTICULTURAL CENTER

The Multicultural Center positively affects lives by creating an environment that supports and sustains the affirmation, celebration, and understanding of human differences and similarities. The MCC coordinates signature diversity programming and engagement initiatives, international student support services, Multicultural Affairs, and Student Access & Success Programs.

NEW STUDENT & FAMILY PROGRAMS

New Student and Family Programs is responsible for New Student and Parent Orientation, the Preview program, Welcome Week, Parent and Family Programs, and other programs and services, and publications that help acquaint new students, and families with ETSU.

ROAN SCHOLARS LEADERSHIP PROGRAM

ETSU’s most prestigious and competitive merit scholarship program, the Roan, identifies, inspires, develops and equips selected students to become leaders of excellence, who make a significant positive impact in their chosen field, as well as in their communities, the region, and the world.

STUDENT ACTIVITIES

Located in the Student Organization Resource Center (SORC), the Student Activities Office helps meet the needs of the university’s many student organizations and serves as a focal point for campus involvement and leadership achievement.

STUDENT CONDUCT

Student Conduct strives to address issues related to student behavior in an appropriate manner. We work to keep students informed of the campus judicial system and student rights. Our aim is to ensure that outcomes are fair, consistent and always student-centered in a process that is educational rather than punitive.



STUDENT MEDIA

The East Tennessean offers hands-on experience working for a twice-weekly publication. It provides news and information to the campus community and serves as a forum for the discussion of a variety of student issues and concerns. In addition to the print publication, students also gain experience in online, social media, videography, and podcasting platforms.

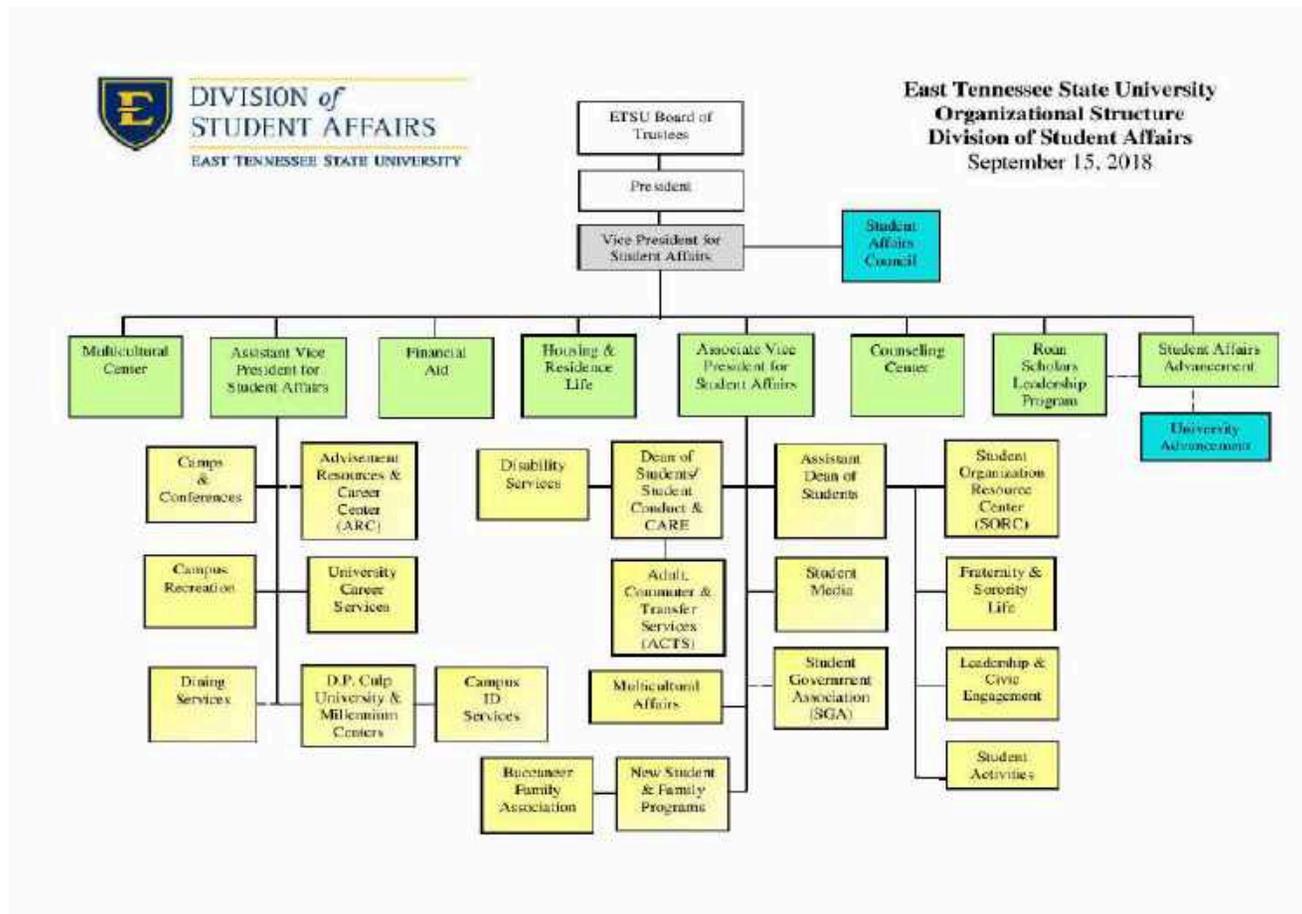


UNIVERSITY CAREER SERVICES

University Career Services provides ETSU students and alumni with information, resources, and support in setting personally meaningful career goals, developing effective search skills and materials, and generating contacts with employers or graduate schools.



ORGANIZATIONAL CHART



STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS/CHALLENGES

During the development of this strategic plan, a series of SWOT/C analysis sessions were conducted with great participation from all staff within the Division of Student Affairs. Below are the themes related to external environment and internal environment.

THE EXTERNAL ENVIRONMENT

From the SWOT/C analysis sessions the following themes emerged:

- **Private fundraising**
- **Student career planning**
- **Partnerships with academic units**
- **New student recruitment**
- **Technology for student engagement**
- **Staff recruitment and development**

The landscape of public education and funding has shifted significantly in recent years, and our strategic planning will need to reflect this shift. The need for more private fundraising for programs, facilities, and scholarship programs will increase. Career planning for students will become a greater role as we demonstrate the value of higher education for students and families. Collaboration and partnerships with academic units and enrollment management is critical to recruit high school and transfer students to the University, and retain students to graduate from the University. Leveraging technology to engage students in service and program is more important. Additionally, how we intentionally recruit

and develop staff is important for future success.

THE INTERNAL ENVIRONMENT

From the SWOT/C analysis sessions, the following themes emerged:

- **Dedicated and experienced staff**
- **Student-centered facilities**
- **Strong leadership**
- **Marketing and branding**
- **Communication**
- **Growth and impact on Student Affairs**
- **Student diversity; recruitment and retention**

Our greatest strength is our dedicated people who work with every Division across the University to provide world-class programs, facilities, support services, and student experiences at ETSU. Student enrollment of the University is very important and we help by collaborating to recruit high school, transfer, and adult students; providing quality resources and programs to retain current students; and provide support services and career services for students after graduation. Student Affairs collaborates to provide a safe, inclusive, and diverse environment for students.



THE STRATEGIC PLAN - SUCCEEDING IN OUR STRATEGIC FOCUS AREAS

The strategic plan for the Division of Student Affairs focuses on student experiences; diversity and inclusion of people and ideas; employee development; stewardship of facilities, technology, and resources; and collaboration across campus to promote student success.

1. Ensure a robust student life experience maximizing student engagement, student development, and promoting student success

- 1.1. Connect students with career development and exploration experiences
 - 1.1.1. Increase the integration of career exploration and career development in academic experiences
 - 1.1.2. Increase student participation in internship and non-credit professional experiences
 - 1.1.3. Build and strengthen relationships with alumni, employers, and academic colleges
 - 1.1.4. Engage students in career exploration and skill development through on campus work experiences
- 1.2. Immerse and engage students with the community through civic engagement and public service
 - 1.2.1. Develop and enhance community partnerships to increase student participation in civic engagement and public and community service opportunities
 - 1.2.2. Strengthen connections between engagement and service opportunities and career exploration to enhance professional development and career exploration
 - 1.2.3. Expand Division programming focused on community and public service, citizenship, and civic engagement
- 1.3. Partner with academic affairs and colleges to develop a comprehensive First-Year Experience
 - 1.3.1. Develop and enhance pre-enrollment first-year initiatives to support connection and success
 - 1.3.2. Expand Preview to be a required first year component



- 1.3.3. Integrate Preview and Orientation experiences within experiences throughout the first year
- 1.3.4. Partner with Academic Affairs and colleges to support first-year course experiences, academic engagement, and academic support efforts
- 1.3.5. Grow and expand participation in first-year traditions that build institutional connection

- 1.4. Promote health and wellness and foster a safe and supportive environment
 - 1.4.1. Expand and enhance wellness and peer education programs with university and community partners
 - 1.4.2. Increase participation in educational efforts related to sexual misconduct issues, alcohol education, suicide prevention, and physical health
 - 1.4.3. Increase participation and expand programs in outdoor recreation, club sports, and intramural programs to take advantage of the location of the university and our proximity to unique outdoor opportunities
 - 1.4.4. Increase marketing and awareness of BucsCARE, the CARE Team, the Counseling Center, and Undergraduate/ Graduate Student Success Specialist resources through marketing and training on community members' roles and responsibilities

- 1.5. Develop and enhance High Impact Practices (HIP)* that improve access, engagement, retention, persistence, and completion
 - 1.5.1. Increase the number of students engaged in High Impact Practices
 - 1.5.2. Develop tracking, incentive programs, and recognition events for students completing High Impact Practices



- 1.6. Expand marketing and branding strategies to highlight Student Affairs
 - 1.6.1. Develop a cohesive Student Affairs brand for Division programs and services
 - 1.6.2. Develop and participate in student recruitment and pre-enrollment engagement experiences
 - 1.6.3. Promote diversity and inclusion in marketing and promotion strategies
 - 1.6.4. Partner with Enrollment Management to highlight student life within student recruitment

- 1.7. Grow and enhance the residential experience
 - 1.7.1. Develop a first-year residential experience in defined residential living communities
 - 1.7.2. Expand academic partnerships and develop a faculty fellows program
 - 1.7.3. Grow and expand participation in living learning communities
 - 1.7.4. Increase the engagement of residential students in campus life

2. Promote a campus climate that values the diversity and inclusion of people and ideas

- 2.1. Increase participation in education efforts that support diversity, inclusion, and equity

- 2.2. Increase recruitment, retention, and success initiatives

- 2.3. Increase campus and community partnerships that bring people together to enhance dialogue about diversity and inclusion
 - 2.3.1. Provide timely support services for issues that occur on global, national, and local levels



- 3. **Empower Division employees to make ETSU a great place to learn, work, and grow**
 - 3.1. Expand training and professional development opportunities for staff and student employees
 - 3.1.1. Implement a Division orientation for new employees
 - 3.2. Assess learning of staff and student employees
 - 3.2.1. Include career development and exploration as part of Division student worker job descriptions
 - 3.3. Enhance recruiting, retention, and recognition of staff

- 4. **Steward facilities, technology, and resources to promote the growth agenda, an inclusive climate, student engagement, and student success**
 - 4.1. Maintain, improve, and increase student-centered facilities and space
 - 4.2. Continue to provide outstanding housing facilities and enhance community-building residential and outdoor space
 - 4.3. Increase philanthropic support of Student Affairs priorities



5. Develop and enhance partnerships that support student engagement and success

- 5.1. Increase opportunities for student interaction with faculty outside the classroom.
 - 5.1.1. Expand the number of partner initiatives with faculty and staff
 - 5.1.2. Increase educational opportunities related to student services, programming, and support
 - 5.1.3. Designate a Division liaison for each Academic College

- 5.2. Enhance partnerships with Enrollment Management, academic advising, and academic support to promote seamless service.
 - 5.2.1. Establish liaisons with student service partners and identify opportunities for collaboration
 - 5.2.2. Develop interdisciplinary teams to address identified opportunities and challenges impacting student success

- 5.3. Connect students to the institution and increase ETSU Pride through the continuation and expansion of traditions and celebrations

** HIP refer to First Year Experiences, Learning Communities, Diversity/Global Learning, Service Learning, Community Based Learning, and Internships*



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