

APPENDIX A

STUDENT AFFAIRS PRIORITIES: 2016-2017

The Student Affairs departments provide programs and services to address virtually every area of our students' needs outside the classroom, from academic and financial support to health to personal development. While the present plan addresses specific institutional priorities and organizational goals for the next three years, it should be understood that the on-going work of every Student Affairs department and every member of our staff is integral to the ultimate success of every UCLA student and the success of our efforts.

As Student Affairs professionals, we have a collective responsibility for advancing Student Affairs' mission. We aspire to be flexible and responsive as an organization, strive to re-examine ourselves continuously and revise staffing patterns and organizational structures appropriately better to serve students, to meet the changing expectations of the campus, and achieve our goals as fully and effectively as possible.

Student Affairs Mission Statement

Student Affairs supports the academic success of all UCLA students, fosters their intellectual, personal, social and professional development in preparation for the entirety of their lives, and contributes to enhancing the quality of campus life, the educational environment, and our students' relationship with the broader UCLA family, including alumni.

As the rapidly changing nature of the world around us is reflected in our student population, the needs and expectations of our students are evolving in dynamic and challenging ways. While UCLA understands the critical importance of progressing along with our students, we also know that any process of evolution must be grounded on enduring ideals, such as the *True Bruin Values* and our *Principles of Community*. The campus area best situated to foster the richness of experience and address these challenges through ongoing interaction with our students is Student Affairs. Our goal is to help our students thrive and address emerging challenges with constructive, open attitudes.

Student Affairs Priorities

- 1. Ensure student welfare: a focus on diversity and campus climate; and a focus on health and wellness.**

Diversity and campus climate

UCLA is proud to have an extremely diverse and rapidly transforming student population. While such a student population brings us a wealth of experiences and intellectual creativity, it also comes with inherent challenges.

It is vital that we strengthen and refine our ability to listen to all students from all backgrounds, communities, and nationalities in order to ensure that we hear what they have to say about their needs and interests, and help them articulate their experiences, challenges, and aspirations. Moreover, as the number of international undergraduates on campus increases over the next few years, significant cultural differences will need to be incorporated in our student life. This engagement is the first step towards building a common agenda among students, Student Affairs, and all campus constituencies. Input from students must be gathered, examined and shared at every level of the Student Affairs organization, with the campus, with parents, and with friends of UCLA in multiple and meaningful ways. We must gather information in both formal and informal ways. Survey instruments such as the Diverse Learning Environments survey, the Senior survey, and UCUES will provide excellent broad-based data. At the same time, program reviews, departmental surveys and informal observations from staff in offices, as well as feedback from involved students, are invaluable.

A key concept in the planning process is the belief that the term *diversity* has multiple meanings. In a rapidly changing student-centered landscape, we must remain alert to changes, and provide quick and flexible responses. For the purposes of our work in Student Affairs, the concept of diversity centers on acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These differences can exist along the dimensions of race, ethnicity, immigration status and nationality, sex, gender identity and expression, sexual orientation, socio-economic status, age, ability, religious beliefs, political beliefs, or other ideologies and thought.

Our approach to diversity is about the exploration of these differences in positive and nurturing environments. Further, it is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity shared by each individual, and coexisting in the complex landscape of our campus community. It is important that all members of the UCLA community understand the importance and value of an inclusive climate and are introduced to the UCLA Principles of

Community at the beginning of their affiliation with the university. Therefore, our programs attempt to reach a larger and wider cadre of students, especially in their first year at UCLA. These efforts must be undertaken in partnership with our student leaders and the many initiatives they lead. As a community we must move forward together to realize these goals.

We also recognize that the parents and families of our students comprise a crucial part of our the UCLA “family.” We will expand our outreach and service to parents and families through collaborations and partnerships with Student Affairs and External Affairs. The focus will be both to engage with parents and families during the college selection process as well as tailor our outreach efforts to their diverse aspirations, needs and concerns.

Focus on health and wellness

Student Affairs has been, and continues to be, attentive to the health and well-being of students. Both research and professional experience show that the most productive definition of “health and wellness” in a college campus must incorporate concepts such as campus climate, sense of belonging, and a variety of experiential factors (see 1a. above). In addition, institutional initiatives related to policy design, staff training and creative space planning support individual and programmatic efforts in creating healthy environments¹. Therefore, Student Affairs can take a leadership role promulgating overall campus awareness and understanding of the health and well-being needs of students.

All Student Affairs units must be attentive to the well-being of our students. While some offices will be responsible for direct services and interventions and others will conduct educational programs, all must be aware of the campus conditions and individual circumstances that affect wellness. Moreover, we will need to know about the resources that exist for students on campus in order to be effective in our interactions with students who may need assistance. It is critical for all staff members that regularly interact with students in distress intervene and make effective referrals to assist students in crisis.

Focusing on evaluation and assessment, Student Affairs will foster the physical and emotional health and wellness of our students through the extensive programs offered by our units. As the campus embarks on the “Healthy Campus Initiative” (currently in development), the success of the initiative will in large part require that all of the campus, including students, to consider healthy choices as a major goal in determining a variety of campus programs, services and policies². Elements of this initiative will include programmatic offerings around healthy decision-making, education of campus staff

¹ Michael S. Goldstein, *Healthy Campus Initiative*, proposal for the sponsorship group meeting dated January 23, 2012.

² Ibid

regarding their role in supporting student well-being, and consideration of health and wellness impacts of space and facilities planning.

2. *Meet students where they are:* focus on leadership development and professional readiness supporting the development of our future global leaders.

UCLA has a distinguished legacy of preparing leaders from all backgrounds who have made significant contributions all over the world. In the 21st century, our focus has widened to include top students and future leaders from across the globe. Our programs and services are expansive, and now we must develop a clearer focus and combine efforts within Student Affairs and with campus colleagues. We must develop a strategic direction that links deliberate skill development to the student experience with success at UCLA and beyond.

An exciting new element in our co-curricular programming will emerge as our growing population of international undergraduates offers opportunities for a new, more intentional exposure to cultural differences for domestic students. UCLA graduates will be international leaders in politics, business, the sciences, the arts, the non-profit arena, and more. In Student Affairs, we aspire to provide a landscape of experiences, educational opportunities, formal and informal relationships, and opportunities to establish and solidify values that will prepare our students to lead with integrity, with strong multi-cultural understanding and competencies, and with a sense of responsibility for the future. We must be aware of and responsive to the needs and expectations of our increasingly diverse population of national and international students. Again, we must improve our capacity to listen to our many student constituents to best understand their varying needs and goals. We will use the data collected by campus and national entities to understand and contextualize the aspirations of our students to best determine the types of experiences and interventions needed to assist in both their short-term transition to the university and best to prepare them for their futures beyond the campus.

Student Affairs will look internally for ways to collaborate across units to enhance leadership development for our students. Collaborators will bring together several partners internally and externally to create a set of competencies and experiences for students as well as develop a central website to act as a clearinghouse for all campus student leadership development efforts. Leadership development is critical for workforce preparedness which is increasingly a key component of the student experience. By providing leadership positions, internships, and employment opportunities, student affairs units give students real world experiences in working with others, practicing professional principles, and designing and implementing action oriented solutions to real life problems. Student Affairs programs already provide graduate internships and graduate research positions for students to learn about positions in higher education and contribute to the profession. Many programs

empower our students to step in to the world, test their intellectual creativity and leadership skills, and address a variety of challenges on campus and in local communities.

3. Support the academic enterprise and institutional goals: a focus on enrollment management.³

An essential purpose of Student Affairs is to enhance the quality in the educational experience of students and complement the academic enterprise from recruitment to graduation. Student Affairs will be measured and valued by how well and how directly it contributes to the broad educational experience of UCLA students and to the achievement of institutional aspirations. Enrollment management is a broad institutional process that encompasses the campus. UCLA has made substantial progress in its efforts to increase the number of both non-resident domestic and international students in order to enrich domestic and international diversity and provide stability to University revenues. These efforts need to be sustained and further enhanced in order to implement the Chancellor's plan fully. In the near term, the enrollment goals stated by Chancellor Block will be an institutional priority. (See endnote). Student Affairs departments must work to develop services and programs to meet the needs of non-resident students and assist the campus community to respond to the changing dynamics of our student population. Student Affairs departments will find innovative ways to partner with the academic enterprise to support goals for retention, persistence, and time to degree.

We will design and implement new programs aimed at improving the enrollment yield of the high-achieving admitted first-year students and establish metrics to evaluate the effectiveness of these new programs. We must coordinate internally with outreach programs, recruiters in the academic units, and our marketing colleagues to develop consistent UC messages in the outreach and recruitment of prospective undergraduates. In addition, substantive engagement with underserved populations will remain essential for connecting our overall efforts to the community.

Affordability of higher education is a significant priority for current and incoming undergraduates and their families. Identifying and cultivating opportunities to provide more students with more financial support will address the affordability concerns of students and families. We must focus resources to help students and families learn about the best ways to pay for higher education, assist students with financial concerns, and implement financial literacy programs. In addition, all staff must continue to reach out to students with urgent financial needs and look for opportunities to streamline our processes to extend our services more efficiently.

³ From 2009-10 to 2013-14, 2,400 paying non-residents will be added to the undergraduate enrollment, thereby increasing the number of non-residents from 2,285 in 2009-10 to 4,685 in 2013-14.

4. Steward Student Affairs resources: focus on Student Affairs' human, fiscal, IT, and space resources.

The Student Affairs professionals serve our students and our campus colleagues in countless ways and comprise our single most valuable resource. We will extend our efforts to maintain the excellence of our staff through a broad range of educational and training programs and professional development opportunities. Our progress in achieving increasingly high quality work outcomes, enhancing our standards of performance, and accomplishing our institutional purposes must persist especially in a severely constrained financial environment. Therefore, we must explore, in partnership with students and campus colleagues, extramural resources, fee-for-service options, and grant opportunities whenever sound possibilities present themselves.

One of the greatest assets of our organization is the ongoing improvement of our services through the breadth and quality of technological applications. It will be essential to be on the leading edge in this respect and develop models that balance technological efficiencies with a level of responsiveness that respects individual needs and the value of human interaction. Similarly, it is essential that all Student Affairs staff, regardless of title or department, be responsive to students' needs. Whenever a student approaches a staff member with a question, problem or need, that staff member should provide, or have the information necessary, to refer the student to the proper resources and services. In a very large and complex campus community, each of us has a pivotal role in supporting the success of each of our students. In addition, Student Affairs departments will work with our administration to develop programs that provide staff with new information and skills to engage our increasingly diverse and multi-cultural population.

Our continuing efforts to utilize existing spaces and physical resources and new facilities to the greatest benefit of our students will be informed by the Healthy Campus Initiative, compliance standards, and analysis of student activities and service needs. We will complete the Space Strategic Plan that inventories space assigned to Student Affairs, documents the organization's space priorities, and catalogs future student services space needs. Programs will include planning for new and the renovated facilities to consider space usage for recreation, student housing, and the Unity Center, a recent student initiative to establish a multicultural center on campus.

Technology is an opportunity to provide effective and efficient service to our students. We will employ an enterprise approach to technology to maintain our leadership in the delivery of services and to meet the high expectations set by today's technically savvy population. This enterprise approach will help Student Affairs strengthen and streamline its technology future, deploy modern applications and develop a culture of data driven decision making. In addition, Student Affairs has partnered with other campus IT service providers to streamline our students' web experience at UCLA. The new Integrated Web Experience (IWE) initiative

will seamlessly connect online student services, which currently are fragmented along organizational lines.

Finally, student affairs must look inward to recognize its own efforts and to discover new potential and direction to manage the evolution of the student body and the campus environment in innovative and creative ways. We will refine our Unit Review process more clearly to define areas for change and development. We will improve assessment efforts capabilities across the Student Affairs organization through the adoption of Campus Labs Baseline product. Moreover, these review processes we will help us identify training and development needs for our student affairs staff, opportunities for realigning our efforts and redeploy talent and define mechanisms for recognition.