CELEBRATING THE CLASS OF 3 MILLION

California State University

Division Of
STUDENT AFFAIRS
CHANNEL ISLANDS

A STRATEGIC PLAN FOR STUDENT AFFAIRS 2015-2020

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MESSAGE FROM THE VICE PRESIDENT

For more than a decade, the Division of Student Affairs (DSA) at CSU Channel Islands (CI) has been committed to, and engaged in, strategic and collaborative planning. It is the planning process, and the results from this process, that help to blend the DSA's diverse personnel and operations into a cohesive, effective, and efficient unit. As the University has grown, so too have the needs of our students. As such, the DSA's strategic planning process, which is intentionally designed based on student needs, called for a realignment of priorities that would assist in the efforts of serving students, the institution, and our community at-large.

At the start of the 2014-2015 Academic Year, members of the Division were challenged to rethink the purpose of their department and area, to reinvest in the Division's core values, to realign their professional commitment with the DSA purpose, to rediscover their inspiration and motivation in making a difference in the lives of others, and finally, to redefine and recalibrate their metrics of quality and excellence. Based on the construct of "RE," Student Affairs begun the 2015-2020 strategic planning process by reviewing the DSA's existing guiding principles. During the Fall retreat, the Executive Council reviewed the Division's vision, mission (purpose), and core values. While these principles have served the Division and the University for well over a decade, it was time to review them in order to ensure their relevance for today's programs and services. While this reevaluation did affirm our existing principles, slight modifications were made to both the vision and mission statements. In order to better capture our current practices and to respond to the changing needs of CI, and our students, both the vision and mission statements were revised. The revised statements were shared with the entire Division staff for feedback. We utilized this inclusive process to ensure that the needs, perspectives, and services provided by the Division were captured. I am happy to report that the resounding sentiment in Student Affairs is that the core values of collaboration, commitment, diversity, excellence, and integrity still resonate among staff. Yet, there was a need to better define each of the values. I asked the Division staff to join me in defining our core values. As a result of these changes, it was determined that the previously used DSA goals and core emphases were no longer necessary because they were captured within other Division priorities. I could not be more proud of the self-reflection and re-defining that has taken place in Student Affairs. These changes will assist us as we move forward over the next five years, operating with an intentional and aligned purpose.

The Division's guiding principles, reaffirm the core values while refocusing our purpose. Each area within the DSA was charged with creating their strategic plan, while keeping the clearly focused vision, mission, and core values at the center of the process. Each area was asked to draft a plan which mirrored the priorities and aims of the University Strategic Plan. Over the course of the next five years, the DSA will focus on the following priorities:

- facilitating student success;
- providing high quality education; and
- realizing our future.

The 2015-2020 DSA Strategic Plan, like our three previous Strategic Plans (2002-2005; 2005-2011; 2011-2015) has been written as a living document, subject to ongoing modifications and changes. Also implied in our Plan is an unwavering commitment to the "CI Way." I continue to be impressed with the quantity and quality of work that staff of Student Affairs produce year after year. Our 2015-2020 Strategic Plan will serve as a blueprint for success for the next five years.

Sincerely,

Wm. Gregory Sawyer, Ph.D.
Vice President
Division of Student Affairs

THE CLASS OF CSU 3 MILLION

The California State University

The California State University (CSU) reached a significant milestone of 3 million alumni during commencement in spring 2015 and has launched the world's largest yearbook. The Class of 3 Million online yearbook is an interactive platform where alumni can create a profile and connect with the millions of other alumni from the 23 CSU campuses across the state. Alumni who sign up for the yearbook will also be entered into a special contest to win one of three $10,000 scholarships for a current or future student, sponsored by Herff Jones. For more information about the yearbook and the Class of 3 Million, visit classof3million.calstate.edu.

University Mission

Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.

University Mission-Based Centers

- Center for Community Engagement
- Center for Integrative Studies
- Center for International Affairs
- Center for Multicultural Engagement

Institutional Mission-Based Learning Outcomes

CI graduates will possess an education of sufficient breadth and depth to appreciate and interpret the natural, social and aesthetic worlds and to address the highly complex issues facing societies. Graduates will be able to:

- Identify and describe the modern world and issues facing societies from multiple perspectives including those within and across disciplines, cultures and nations (when appropriate).
- Analyze issues, and develop and convey to others solutions to problems using the methodologies, tools and techniques of an academic discipline.

University Strategic Priorities

I. Facilitate student success

- Provide University access to students who bring diverse perspectives
- Provide a mission-driven education that prepares students for individual success as they become contributing members of society
- Provide support for student persistence toward degree completion and opportunity for timely graduation

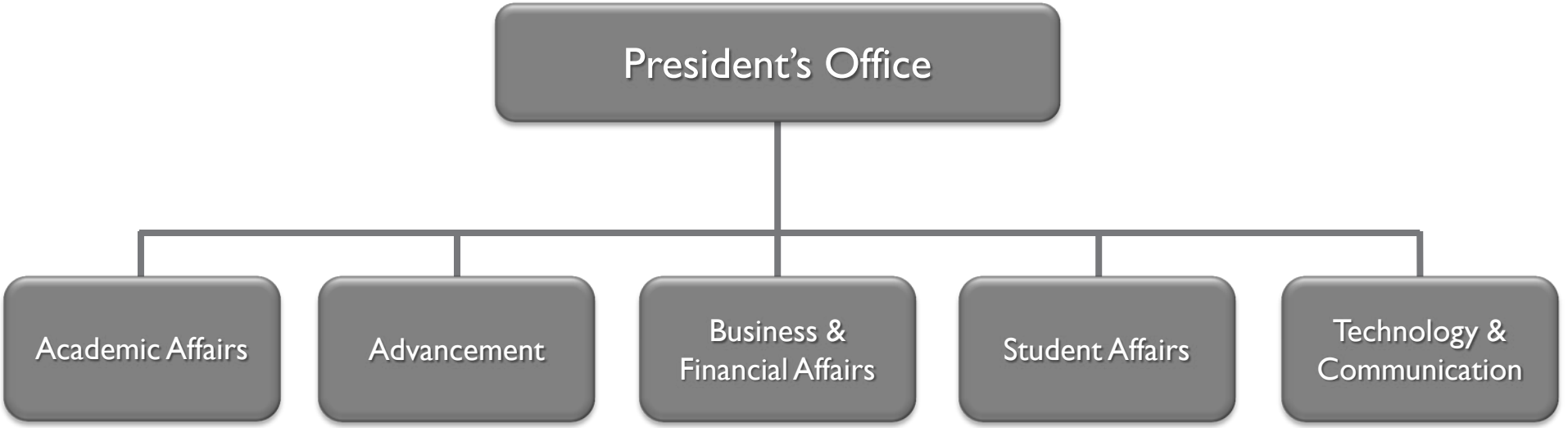
II. Provide high-quality education

- Hire and support high quality faculty and staff who are committed to the mission of the University
- Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
- Engage undergraduate and graduate students in research and creative activities

III. Realize our future

- Build infrastructure capacity
- Leverage the use of technology
- Seek, cultivate, and steward resources both public and private
- Implement collaborative planning and accountability processes

University Structure



Below: CI students visit the University's research station on Santa Rosa Island.

Division of Student Affairs Mission Statement

Placing students at the center of ***their*** educational experience, the Division of Student Affairs supports and enhances learning and development in and beyond the University community through quality co-curricular programs, services, activities, and facilities.

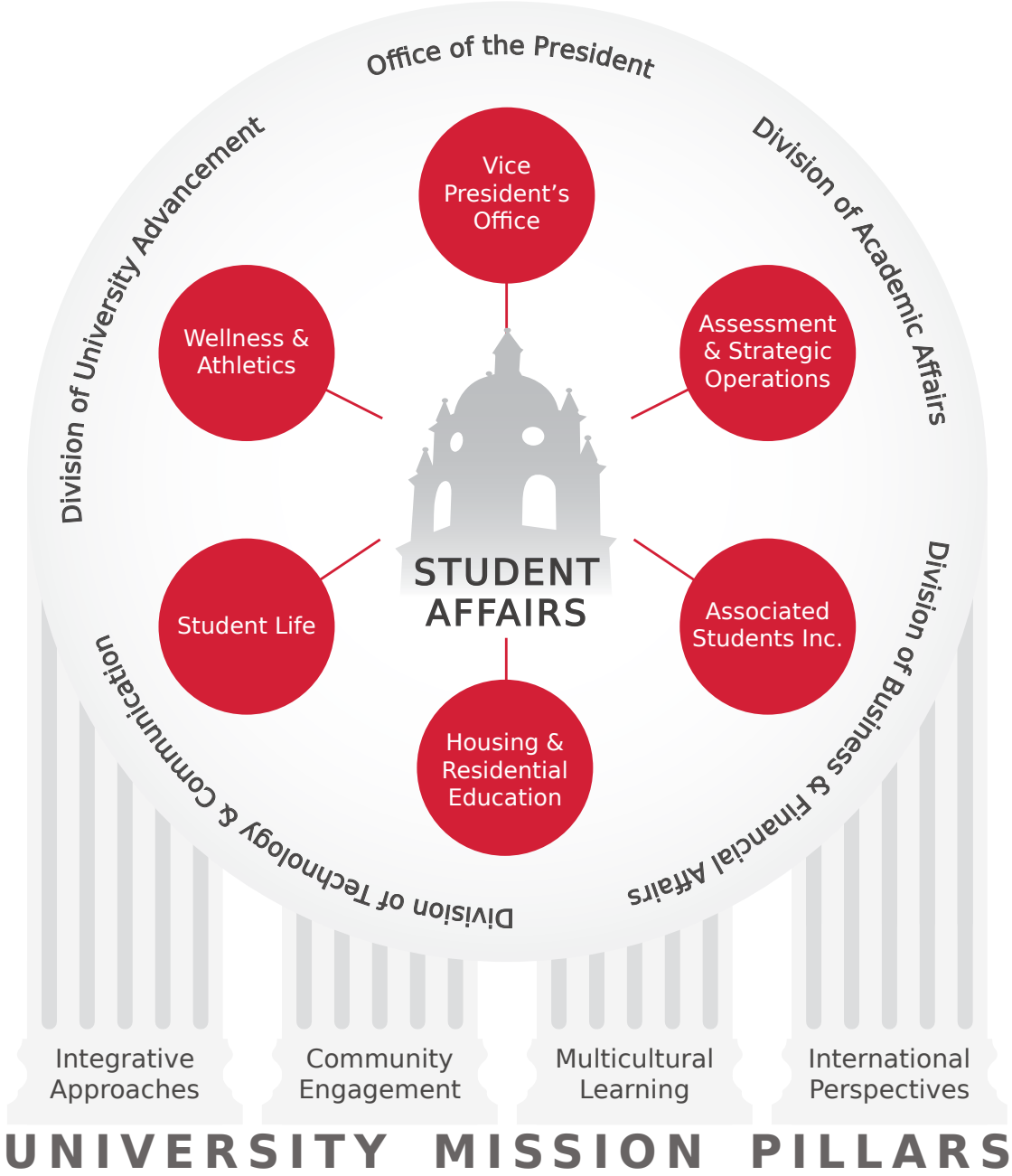
Division of Student Affairs Vision Statement

To be recognized nationally as university leaders who provide students with excellent needs-based programs and services that cultivate learning, diversity, leadership, wellness, personal and civic responsibility.

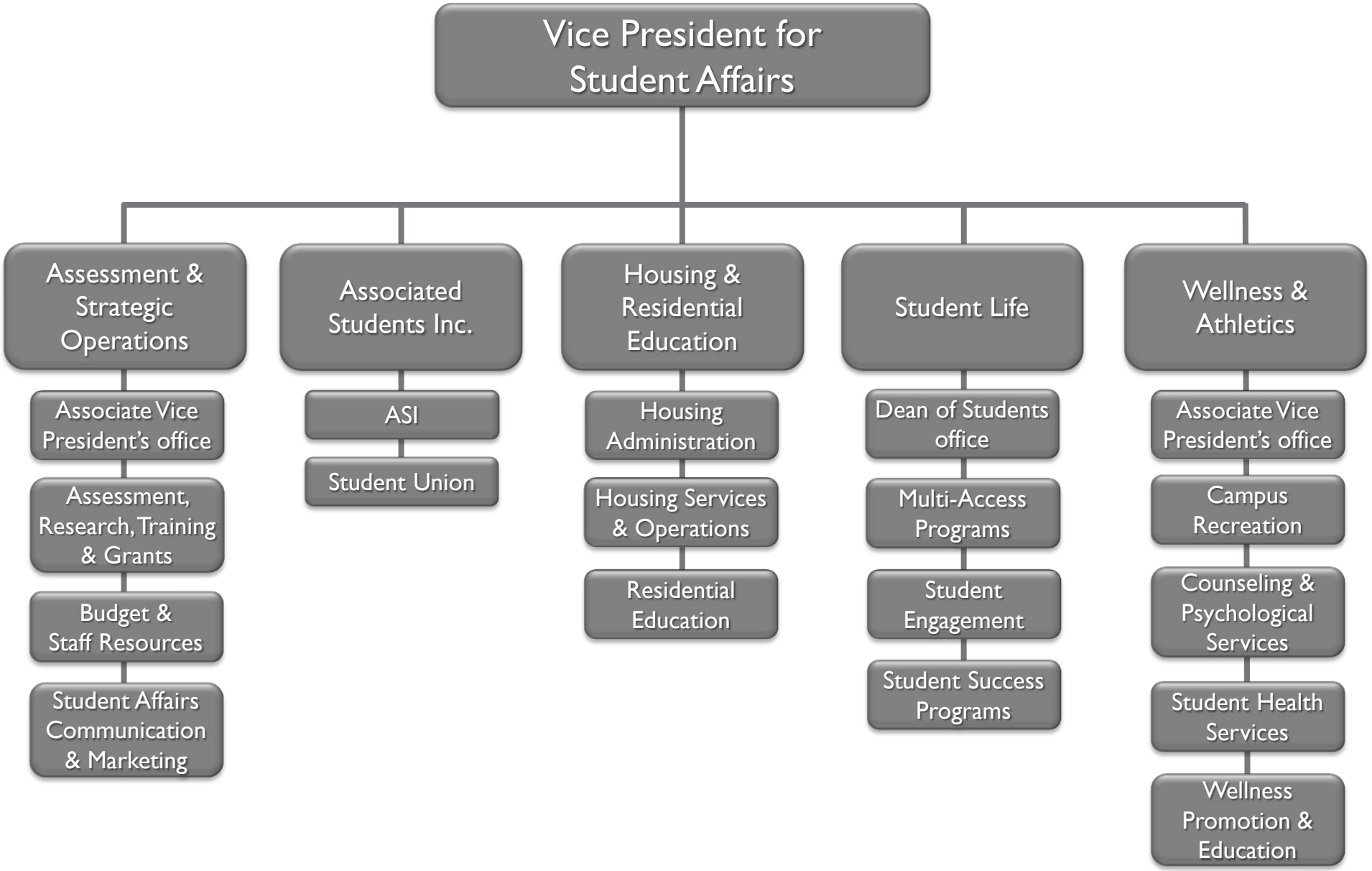
Division of Student Affairs Core Values

- Collaboration
- Commitment
- Diversity
- Excellence
- Integrity

Student Affairs & Campus Inter-Intra Connectivity



Student Affairs Structure



Strategic Planning Process

In alignment with the 2015-2020 University's strategic planning process, the Division of Student Affairs (DSA) developed a Strategic Plan that supported the University's Strategic Priorities. The development of our current DSA Strategic Plan began in the last year of the previous strategic plan cycle and simultaneously with the University's strategic planning process.

Upon the completion of a draft University plan, the Division utilized the University's strategic priorities to co-develop area-specific aims and objectives in a DSA strategic plan. The area of Assessment and Strategic Operations (ASO) within the DSA, in consultation with the Vice President for Student Affairs (VPSA), guided this process for the Division through active collaboration with each area head and the work of the Drafting Committee (as identified by the VPSA). The Drafting Committee conducted a preliminary review of all area submissions for the Division Strategic Plan and submitted a final draft to the VPSA for review. All area submission revisions were done in consultation with the respective area heads.

The next step in the Division's strategic planning process included an invitation to a diverse constituent group of faculty, staff and students to provide an external review of the draft DSA Strategic Plan. The feedback from external reviewers was reviewed by the Drafting Committee in consultation with the area heads, and modifications to the plan were made accordingly. The final recommendations were then provided to the VPSA for approval.

Relying on active collaboration with area heads, ASO was charged by the VPSA with ensuring that each step in the strategic planning process from concept, creation, design, content, distribution as well as the assessment and evaluation is carried through. As a result, ASO created an appropriate assessment and evaluation tool to evaluate progress towards accomplishing identified objectives. After a training period, the DSA area heads will work with their respective areas to collect assessment and evaluation measures. The aggregated data and report will be provided annually to the VPSA for review (in conjunction with the DSA annual report).

A final step in the Division's strategic planning process is to ensure that the previous Strategic Plan has been assessed and evaluated. The Drafting Committee will work with area heads to prepare an executive summary for the VPSA to record the culmination of the DSA 2011-2016 Strategic Plan.

Strategic Planning Team

Division of Student Affairs Area Heads

- Toni DeBoni, Associate Vice President for Assessment & Strategic Operations and Acting Executive Director for Associated Students Inc.
- Cindy Derrico, Executive Director for Housing & Residential Education
- Ed Lebioda, Associate Vice President for Wellness & Athletics
- Dr. Damien Peña, Associate Vice President for Student Life and Dean of Students

Drafting Committee

- Dr. Wm. Gregory Sawyer, Vice President for Student Affairs
- Dottie Ayer, Special Assistant to the Vice President for Student Affairs
- Toni DeBoni, Associate Vice President for Assessment & Strategic Operations and Acting Executive Director for Associated Students Inc.
- Dr. Jen Miller, Director of Student Affairs Assessment, Research & Staff Development

External Review Committee

- Dr. Erik Blaine, Associate Vice President for Administrative Services
- Dr. Michael Bourgeois, Director of Institutional Effectiveness
- Dr. Karen Carey, Associate Vice President for Arts & Sciences
- Dr. Genevieve Evans Taylor, Chief of Staff to the President
- Dr. Jeanne Grier, Chair of the Academic Senate
- Sara Sanders, Student, Vice President for Student Government
- Amy Wallace, Associate Vice President for the University Library

Clockwise, from top left: Students celebrate at CI's 2015 Commencement ceremony; the fencing club shows off their skills at the Student Leadership Programs Involvement Fair; the men's lacrosse club plays a match against CSU Fullerton; and students celebrate their achievements at the inaugural Legacy Awards.

Assessment & Strategic Operations

Purpose

Assessment and Strategic Operations (ASO) Purpose Statement: To provide centralized programs, support and resources to further the Division of Student Affairs vision and mission.

In collaboration with and on behalf of the Vice President for Student Affairs, ASO:

- provides support and resources for strategic planning, research, grant writing and associated initiatives;
- coordinates program assessment and evaluation for all units within the Division;
- tracks and reports budgets and expenditures;
- implements, coordinates and/or manages special projects;
- produces and distributes internal and external communication materials;
- hires, trains and provides staff development; and
- develops co-curricular education initiatives.

Functional Areas

- Associate Vice President's office
- Assessment, Research, Training and Grants
- Budget and Staff Resources
- Student Affairs Communication and Marketing

In the following tables, an asterisk (*) denotes objectives within Assessment & Strategic Operations that involve collaborations with other programs, areas or divisions.

University Strategic Priority I: Facilitate student success

Aim A: Provide University access to students who bring diverse perspectives
Objectives
• Provide support to campus, regional and national leadership programs for diverse student populations
• Facilitate student and professional staff training on topics related to recruiting and supporting diverse student populations
• Support existing and new initiatives designed to increase access and eliminate barriers for students
• Ensure communication materials are accessible and user friendly for students
• Hire a diverse professional and student staff
• Provide assessment and evaluation tools to DSA areas recruiting diverse student populations
• Highlight and award DSA projects and staff that support diverse perspectives

Aim B: Provide a mission-driven education that prepares students for individual success and to become contributing members of society
Objectives
• Facilitate departmental and area CPR program assessment reviews to ensure student needs are being met
• Serve as a collaborative partner for campus-wide student success initiatives*
• Facilitate student leader training and recognition opportunities
• Highlight and award mission-driven DSA Initiatives

Aim C: Provide support for student persistence toward degree completion and timely graduation
Objectives
• Strategically plan and manage resources effectively to create and expand programs and services
• Manage student fees effectively in order to best meet the needs of students
• Facilitate and encourage the sharing of assessment best practices and strategies to improve student learning and engagement within and across Division areas and programs
• Serve as a collaborative partner for CI student research initiatives*
• Facilitate dynamic student staff and graduate student experiences
• Provide DSA staff trainings on topics related to student success and degree completion

University Strategic Priority II: Provide high-quality education

Aim A: Hire and support high-quality faculty and staff who are committed to the mission of the University
Objectives
• Strategically plan and budget to hire and recruit qualified staff
• Manage resources effectively in order to retain and promote talented staff
• Establish and maintain elevated hiring standards and procedures
• Provide training opportunities for staff on a regular basis in order to ensure best practices (which focus on student success) are followed
• Prepare staff to effectively plan, lead and offer programs, services, and activities for CI students that support the University mission
• Provide support for systematic Division-wide assessment efforts

Aim B: Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
Objectives
• Provide high-quality student leadership development opportunities and trainings
• Utilize innovative teaching techniques and technology
• Assess trainings, programs and services regularly
• Survey/assess students to measure their learning and development
• Support and reinforce the Division's core values (collaboration, commitment, diversity, integrity, and excellence) while encouraging a community that enhances learning and development for all staff and students
• Foster campus collaborative opportunities to support student learning*

Aim C: Engage undergraduate and graduate students in research and creative activities
Objectives
• Strategically plan and manage resources effectively to create and expand programs and services that support student research and creative activities
• Seek student opinions/feedback for the programs and services they are interested in
• Collaborate with campus and external community partners to create/expand opportunities for student research initiatives*
• Support and reinforce the Division's core values (collaboration, commitment, diversity, integrity, and excellence) while encouraging a community that enhances learning and development for all DSA staff members and students
• Facilitate dynamic student staff and graduate student experiences

University Strategic Priority III: Realize our future

Aim A: Build infrastructure capacity
Objectives
• Strategically plan and manage fiscal and staff resources effectively to create and expand programs and services
• Facilitate departmental and area assessment and evaluation to ensure student needs are being met
• Strategically plan for space needs to accommodate existing and future growth of staff, programs and services
• Identify and support grant and alternative funding source opportunities to increase infrastructure capacity

Aim B: Leverage the use of technology
Objectives
• Strategically plan and budget to expand our use of technology to maximize the ability to effectively provide programs and services to students
• Ensure accurate and timely communication with students
• Facilitate and encourage the use of technology to improve student and staff learning within and across Division areas and programs

Aim C: Seek, cultivate and steward resources, both public and private
Objectives
• Collaborate with campus and external community partners to create and expand programs and services for students*
• Assist staff with obtaining and maintaining alternative sources of funding to support programs and services for students

Aim D: Implement collaborative planning and accountability processes
Objectives
• Collaborate with the CI community to create and develop policies and procedures for accountability*
• Regularly review the Division's assessment plans, procedures and policies to enable continuous and ongoing improvement
• Ensure staff are knowledgeable about and adhere to University and Divisional policies and procedures
• Collaborate with CI Institutional Effectiveness to create and evaluate data and benchmarks for student success*
• Educate and involve staff in the accreditation process
• Provide regular training and reviews to ensure effective and responsible usage of staff and fiscal resources

Associated Students Incorporated

Purpose Statements

Associated Students Incorporated (ASI) is a non-profit auxiliary which exists to support the educational mission of CSU Channel Islands. ASI facilitates learning and development through integrative and co-curricular approaches and identifies and responds to major student issues and initiatives. In addition, ASI implements sound business practices which uphold the fiduciary responsibility associated with the management of student fees, and funds the operation and facility of the CI Student Union.

The Student Union serves to foster community and enhance student learning and development on the CI campus by providing exceptional services, supporting holistic programming, creating regular opportunities for staff development, and maintaining an environmentally responsible facility.

Programmatic Areas

- ASI
- Student Union

University Strategic Priority I: Facilitate student success

Aim A: Provide University access to students who bring diverse perspectives
Objectives
• Provide outreach to prospective students in the community
• Support programs and services that promote access and increase visibility of CI in the community
• Provide programs and services that encourage student engagement and promote diversity

Aim B: Provide a mission-driven education that prepares students for individual success and to become contributing members of society
Objectives
• Support programs which enhance student learning and development outside the classroom, and engage students in the CI and external communities
• Provide leadership development opportunities for student staff and leaders within ASI
• Involve students in responsible stewardship of staff and fiscal resource management

Aim C: Provide support for student persistence toward degree completion and timely graduation
Objectives
• Support programs which enhance student learning and development outside the classroom, and engage students in the CI and external communities
• Uphold the fiduciary responsibility associated with the management of student fees
• Provide leadership development opportunities for student staff and leaders within ASI
• Conduct regular assessment and evaluation of programs and services to ensure student needs are being met
• Provide an environment that supports the achievement of personal and academic goals

University Strategic Priority II: Provide high-quality education

Aim A: Hire and support high-quality faculty and staff who are committed to the mission of the University
Objectives
• Recruit, hire and retain a diverse staff that is highly trained and educated
• Develop a staffing structure with sufficient capacity to meet student needs

Aim B: Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
Objectives
• Support programs which enhance student learning and development outside the classroom, and engage students in the CI and external communities
• Conduct regular assessment and evaluation of programs, services and facilities
• Provide a physical space that fosters community, supports individual study, and engages students in co-curricular programs and activities
• Provide leadership development opportunities for student staff and leaders within ASI

Aim C: Engage undergraduate and graduate students in research and creative activities
Objectives
• Support programs which enhance student learning and development outside the classroom, and engage students in the CI and external communities
• Provide leadership development opportunities for student staff and leaders within ASI
• Provide a physical space that fosters community, supports individual study, and engages students in co-curricular programs and activities

University Strategic Priority III: Realize our future

Aim A: Build infrastructure capacity
Objectives
• Provide a physical space that fosters community, supports individual study, and engages students in co-curricular programs and activities
• Conduct regular assessment and evaluation of programs, services and facilities
• Identify and pursue resources to support future expansion of programs, services and facilities
• Continue to create and maintain policies and procedures that reflect current best practices and meet the needs of the growing student population
• Increase the quantity and quality of programs, services, and activities available to students

Aim B: Leverage the use of technology
Objectives
• Provide timely and accurate communication regarding Associated Students Inc. through the web and social media presence
• Conduct regular assessment and evaluation of programs, services and facilities

Aim C: Seek, cultivate and steward resources, both public and private
Objectives
• Uphold the fiduciary responsibility associated with the management of student fees
• Provide excellent facilities and services in support of the University 's summer conference program when school is not in session
• Conduct regular assessment and evaluation of programs, services and facilities
• Pursue external financial resources as well as reasonable increases to student fees in order to meet financial obligations and support future expansion of facilities and the development of programs and services

Aim D: Implement collaborative planning and accountability processes
Objectives
• Uphold the fiduciary responsibility associated with the management of student fees
• Conduct regular assessment and evaluation of programs and services to ensure student needs are being met
• Conduct regular reviews of all ASI governing documents to ensure adherence to campus, state and federal laws and regulations as well as campus community standards

Purpose

Housing and Residential Education (HRE) supports the mission of our University by providing facilities, services and programs to ensure students live and learn in a secure, comfortable and accessible environment. Our student-centered approach is designed to promote academic success, personal growth, responsible citizenship, and service to the community.

Functional Areas

- Housing Administration
- Housing Services and Operations
- Residential Education

In the following tables, an asterisk (*) denotes objectives within Housing & Residential Education that involve collaborations with other programs, areas or divisions.

University Strategic Priority I: Facilitate student success

Aim A: Provide University access to students who bring diverse perspectives
Objectives
• Provide housing for every eligible student who desires to live on campus
• Assure student housing facilities meet or exceed CSU, state, federal, and industry standards for ADA compliance
• Deliver a comprehensive on-campus program for students that is cost-effective and adds value to their college experience
• Develop housing application and license procedures that provide consideration for students who rely solely on financial aid to cover tuition, fees, room, and board

Aim B: Provide a mission-driven education that prepares students for individual success and to become contributing members of society
Objectives
• Cultivate a dynamic living-learning program that is student-centered, and supports the achievement of personal and academic goals
• Provide systematic and personalized responses to student questions and concerns
• Provide accurate and timely information to support students in meeting all requirements of on-campus residency
• Create meaningful student employment opportunities that provide students with para-professional development

Aim C: Provide support for student persistence toward degree completion and timely graduation
Objectives
• Build academic support initiatives and resources to serve on-campus residents
• Provide on-campus residency options to support students at all stages of their academic career
• Facilitate connections between students and existing support services on campus
• Provide responsive services that support a student's ability to focus on his/her academic goals
• Deliver services and programs with a holistic educational approach
• Develop and maintain a safe living environment through physical and programmatic security structures and 24-hour emergency response
• Identify resident student needs and initiate collaborative efforts across the University to address these needs*

University Strategic Priority II: Provide high-quality education

Aim A: Hire and support high-quality faculty and staff who are committed to the mission of the University
Objectives
• Develop a staffing structure with sufficient capacity to meet student needs
• Select staff with education and experience to serve and educate a diverse student population
• Attract and retain high quality and diverse staff

Aim B: Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
Objectives
• Provide opportunities for paraprofessional experience and skill development through student employment
• Develop and expand living-learning communities
• Facilitate integration of learning and campus assimilation through programs and activities promoting intellectual and interpersonal interaction
• Provide a residential community for a diverse population of students representative of regional demographics, including international students
• Provide programs and interventions that expand student knowledge and ability to communicate and resolve conflict within a diverse environment

Aim C: Engage undergraduate and graduate students in research and creative activities
Objectives
• Provide students with opportunities to engage in and provide quality co-curricular programs and signature events
• Develop direct partnerships with faculty and residential floor communities to increase student-faculty interaction
• Collaborate across the University to assure effective development and promotion of events that support the CI Mission and student development*

University Strategic Priority III: Realize our future

Aim A: Build infrastructure capacity
Objectives
• Provide safe, clean, comfortable, beautiful, and conveniently located living facilities with a variety of communal spaces that support individual study, living-learning opportunities, and co-curricular programs and activities
• Facilitate an increased campus awareness of and response to CI's growing resident population and the need for longer service hours to meet the needs of this 24-hour population
• Continue departmental development to increase the quantity and quality of programs, services and activities available to students who live on campus
• Streamline business processes within HRE to facilitate accurate, effective, efficient, and timely service to students
• Develop and maintain a variety of housing facilities to meet student needs for community, privacy, and academic and social engagement

Aim B: Leverage the use of technology
Objectives
• Utilize state of the art technology to develop and deliver efficient and effective HRE programs, services and operations that are available 24 hours per day
• In collaboration with Technology and Communication, provide high-quality and dependable Internet and technological resources needs common to all students at CI within HRE facilities*
• Facilitate effective and timely coordination of HRE application and billing in a manner consistent with Student Business Services procedures and the awarding and funding of financial aid
• Maintain an updated and informative web page for students currently residing on campus and for prospective students

Aim C: Seek, cultivate and steward resources, both public and private
Objectives
• Provide excellent facilities and services in support of the University's summer conference program
• Assure that retail and food service operations required to facilitate 24-hour support of resident students are provided within HRE or on campus
• Collaborate across the Division of Student Affairs and the University in providing high-quality programs and activities by sharing programmatic resources and avoiding needless duplication of effort*
• Establish short and long term HRE revenue and expenditure goals and meet or exceed established financial targets
• Pursue external financial resources through grants or donations to assist resident students with financial need in meeting their financial obligations and to support the development of programs to enhance co-curricular programs

Aim D: Implement collaborative planning and accountability processes
Objectives
• Align HRE student conduct records centrally with the Student Conduct and Community Responsibility office
• Engage students in decision-making processes that directly affect their on-campus residential community
• Conduct regular qualitative and quantitative assessment and evaluation of HRE programs and services and share findings with campus stakeholders

Purpose

Student Life serves as a first point of contact for students seeking involvement opportunities on campus and provides proactive learning experiences aimed at preparing students to serve as effective leaders and members of diverse cultures and communities.

Functional Areas

- Dean of Students office
- Multi-Access Programs
- Student Engagement
- Student Success Programs

In the following tables, an asterisk (*) denotes objectives within Student Life that involve collaborations with other programs, areas or divisions.

University Strategic Priority I: Facilitate student success

Aim A: Provide University access to students who bring diverse perspectives
Objectives
• Improve and enhance opportunities for prospective students to visit CI and explore academic programs and resources
• Create policies to meet the needs of specialized populations (i.e., veterans, students with varying abilities, first generation students, low income students, commuters)
• Develop and enhance bridge and transition programs to prepare students for college level learning and development
• Create best practice programming to address the growing needs of CI's non-traditional students

Aim B: Provide a mission-driven education that prepares students for individual success and to become contributing members of society
Objectives
• Identify and implement best practices for creating an inclusive environment for student programs and services
• Create opportunities for Student Life to support multicultural and diversity training efforts for students/staff/faculty
• Implement policies, procedures and practices that support student engagement and address CI's educational and behavioral expectations of students
• Develop an educational student conduct sanctions guide that connect students to available University resources
• Increase awareness among faculty and staff and create a sense of shared responsibility for eliminating barriers to college

Aim C: Provide support for student persistence toward degree completion and timely graduation
Objectives
• Provide student-centered learning through co-curricular programs and services
• Continue to develop services through Student Life centers that support students' ability to monitor and direct their own progress towards their degree completion
• Create leadership opportunities for students to enhance student engagement and/or retention
• Collaborate with Academic Affairs to implement a University-wide early alert system*
• Conduct ongoing assessment of student needs to support continuous improvement of services to meet these needs

University Strategic Priority II: Provide high-quality education

Aim A: Hire and support high-quality faculty and staff who are committed to the mission of the University
Objectives
• Actively recruit and hire a diverse staff
• Enhance the experience of new staff to increase their retention and satisfaction
• Develop department strategic plans that align with the Strategic Plan of the University
• Provide professional development opportunities for staff
• Provide opportunities for staff to explore, develop and define their values, interests and skills which support emotional and physical well-being

Aim B: Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
Objectives
• Connect program activities and assessment efforts to CI's GE requirements and Mission Pillars where possible
• Complete planning and creation of a student leadership certification program
• Continue to create innovative and best practice programs to address student needs
• Assess the infusion of integrative approaches with programs
• Provide programs and services that foster positive relationships between members of the campus and surrounding communities to increase the quality of life for our CI students and build sustainable community partnerships

Aim C: Engage undergraduate and graduate students in research and creative activities
Objectives
• Develop a comprehensive infrastructure for a Greek Life system
• Increase student participation and engagement in, and attendance at, events, activities, and student centers throughout campus
• Enhance partnerships with campus and community partners to provide students experiential learning opportunities
• Expand opportunities for students to become involved in co-curricular programs

University Strategic Priority III: Realize our future

Aim A: Build infrastructure capacity
Objectives
• Assess staffing needs to accomplish program objectives
• Create a student organization conduct and accountability process
• Develop a comprehensive space plan to accommodate future growth of programs, services and staff
• Continue to create and maintain policies and procedures that reflect current best practices and meet the needs of the growing student population

Aim B: Leverage the use of technology
Objectives
• Increase the use of distance-learning and communication methods to most efficiently serve students
• Continually research best practices and resources in technology to apply to our work and maintain sustainable practices
• Utilize technology to increase access to our services for our students and alumni

Aim C: Seek, cultivate and steward resources, both public and private
Objectives
• Identify and obtain opportunities for sponsorships, partnerships, scholarships, and grants
• Complete a cost benefit analysis of area program strategies, assess their relative value, and make resource allocations accordingly
• Develop increased institutional fiscal support of co-curricular programs to meet the growing needs of our student population

Aim D: Implement collaborative planning and accountability processes
Objectives
• Complete selected ongoing assessment and evaluation efforts as they pertain to the Comprehensive Program Review
• Expand collaborations between Student Affairs and Academic Affairs in the planning and implementation of co-curricular programs*
• Develop and implement assessment strategies to evaluate and improve programs and services

Purpose

Wellness and Athletics provides educational programs and activities incorporating physical, psychological, emotional, and social aspects that promote healthy lifestyle choices.

Functional Areas

- Associate Vice President's office
- Campus Recreation
- Counseling and Psychological Services
- Student Health Services
- Wellness Promotion and Education

In the following tables, an asterisk (*) denotes objectives within Wellness & Athletics that involve collaborations with other programs, areas or divisions.

University Strategic Priority I: Facilitate student success

Aim A: Provide University access to students who bring diverse perspectives
Objectives
• Implement a variety of health education programming for diverse populations including women's health issues, men's health issues, sexual violence, and suicide prevention
• Tailor and market recreational programs to increase female participation
• Provide diverse recreational programming through sports clubs, intramural sports, outdoor adventures, and fitness activities
• Provide access to mental health counseling for students with various psychological issues

Aim B: Provide a mission-driven education that prepares students for individual success and to become contributing members of society
Objectives
• Create co-curricular leadership opportunities within Campus Recreation that provide knowledge and skill development through experiential education
• Educate students, faculty and staff on life-long healthy lifestyle choices
• Identify wellness programs and initiatives that decrease impediments to academic performance
• Provide student suicide prevention training to faculty and staff
• Provide short-term mental health services to students identified in need

Aim C: Provide support for student persistence toward degree completion and timely graduation
Objectives
• Provide mental and physical health interventions for requesting students
• Create accountability and commitment through recreation and wellness promotion and education participation
• Provide recreational opportunities for students, faculty and staff that promote physical fitness, stress management and self-esteem

University Strategic Priority II: Provide high-quality education

Aim A: Hire and support high-quality faculty and staff who are committed to the mission of the University
Objectives
• Hire additional professional staff and faculty to provide quality mental health screening and intervention
• Hire additional health and wellness education professionals to provide comprehensive physical health opportunities for students, faculty and staff including fitness, nutrition, stress management, ATOD awareness, and sexual health
• Hire recreation professionals to provide leadership development and physical health opportunities for the campus community
• Hire intercollegiate athletics personnel to plan and implement a quality program which produces scholar athletes and recognition for the University
• Design and implement a wellness peer education program

Aim B: Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
Objectives
• Develop relationships with local school districts, local government agencies, community agencies, and the local community to provide safe boating and other outdoor recreational and educational opportunities
• Create an inventory of current and prospective wellness collaborations and partnerships for Wellness Promotion and Education*
• Conduct quarterly research within each program unit to investigate new approaches that facilitate community engagement promoting health and wellness
• Offer programs within Wellness Promotion and Education and Counseling and Psychological Services to assist students returning from study abroad programs with the re-acclimation process

Aim C: Engage undergraduate and graduate students in research and creative activities
Objectives
• Provide opportunities for student staff to have an integral role in planning and designing wellness programs through committee participation
• Encourage students to have an active voice in decision-making processes that create campus community
• Charge Peer Mentors with the creation and maintenance of an inventory of wellness programs and services as a resource for the campus
• Encourage students to participate in the America College Health Association's survey on a bi-annual basis and use the data to assist in program development

University Strategic Priority III: Realize our future

Aim A: Build infrastructure capacity
Objectives
• Continue to provide a confidential environment for counseling and student health services
• Provide the quantity of counselors to exceed the International Association of Counseling Services standard of counselors to student ratio
• Develop a comprehensive space and facility plan to meet the future growth needs of the area
• Build a recreation center to meet the growing needs of the students and campus community
• Build athletic facilities to support the implementation of an intercollegiate athletics program at the NCAA DII level

Aim B: Leverage the use of technology
Objectives
• Create on-line registration and communication tools for intramural sports and sports clubs
• Develop a wellness promotion social media strategy
• Develop a comprehensive website for each program
• Create short instructional and informational videos for student use; topics will include stress management, fitness guidelines and sleep awareness

Aim C: Seek, cultivate and steward resources, both public and private
Objectives
• Improve marketing efforts in order to operate more collaboratively with on-campus and outside community entities*
• Collaborate with University Advancement to identify resources to create and operate an intercollegiate athletics program*
• Build partnerships with community members to enhance recreational opportunities for CI students, faculty and staff

Aim D: Implement collaborative planning and accountability processes
Objectives
• Expand existing collaborative efforts with faculty and staff to offer fitness class opportunities to CI students, faculty and staff memberships*
• Create a mental health advisory committee to assist CAPS in providing mental health activities and awareness
• Complete the Program Planning, Implementation, Assessment and Quality Improvement Model for each program
• Complete the DSA CPR process for each program
• Participate in on-going assessment and evaluation efforts

Clockwise, from top left: Student veterans are celebrated at the Medallion Ceremony prior to graduating; ground is broken for the new phase of on-campus student housing, Santa Rosa Village; the CI women's soccer team plays against USC; and Gamma Beta Phi Honor Society President passes the torch to the Society's incoming President at their Annual Induction Ceremony.

Introduction to CSU Channel Islands (CI) Division of Student Affairs (DSA) Assessment

Programs and services that support co-curricular learning and development are expected to undergo regular *assessment* and *evaluation* processes to ensure that students are learning and developing as a result of strategies.

In partnership with the Director of Student Affairs Assessment, Research and Staff Development, areas regularly review information collected from assessment and evaluation processes to help refine planning, implementation, and assessment processes. Additionally, the *VPSA Assessment Council* regularly discusses functional area needs regarding day-to-day assessment efforts and Comprehensive Program Review (CPR) for each area (Assessment and Strategic Operations, Associated Students Inc., Housing and Residential Education, Student Life, and Wellness and Athletics).

Assessment and evaluation processes are also supported by regular training opportunities offered through *the DSA Training Program*. The purpose of the training program is to support and reinforce the Division's core values (collaboration, commitment, diversity, integrity, and excellence) while encouraging a community that enhances learning and development for all staff members. Training topics are determined annually as a result of a Division-wide needs assessment. For example, previous topics include: Student Development Theory, Diversity, Customer Service, Assessment Tools, Program Planning, WASC, TK20, Qualtrics, IRB, and Assessment Planning.

CI DSA Day-to-Day Assessment of Student Learning & Development

The Division utilizes a *Cycle of Assessment* to support measures connected to the University and Division mission for all co-curricular programs and activities to support student learning and development. Specifically:

DSA Assessment Terms and Concepts

Program: A set of planned systematic activities using managed resources to achieve aims related to needs of identified individuals or groups in a specific context. In student affairs, this might be a department or a collection of intentionally planned events and activities.

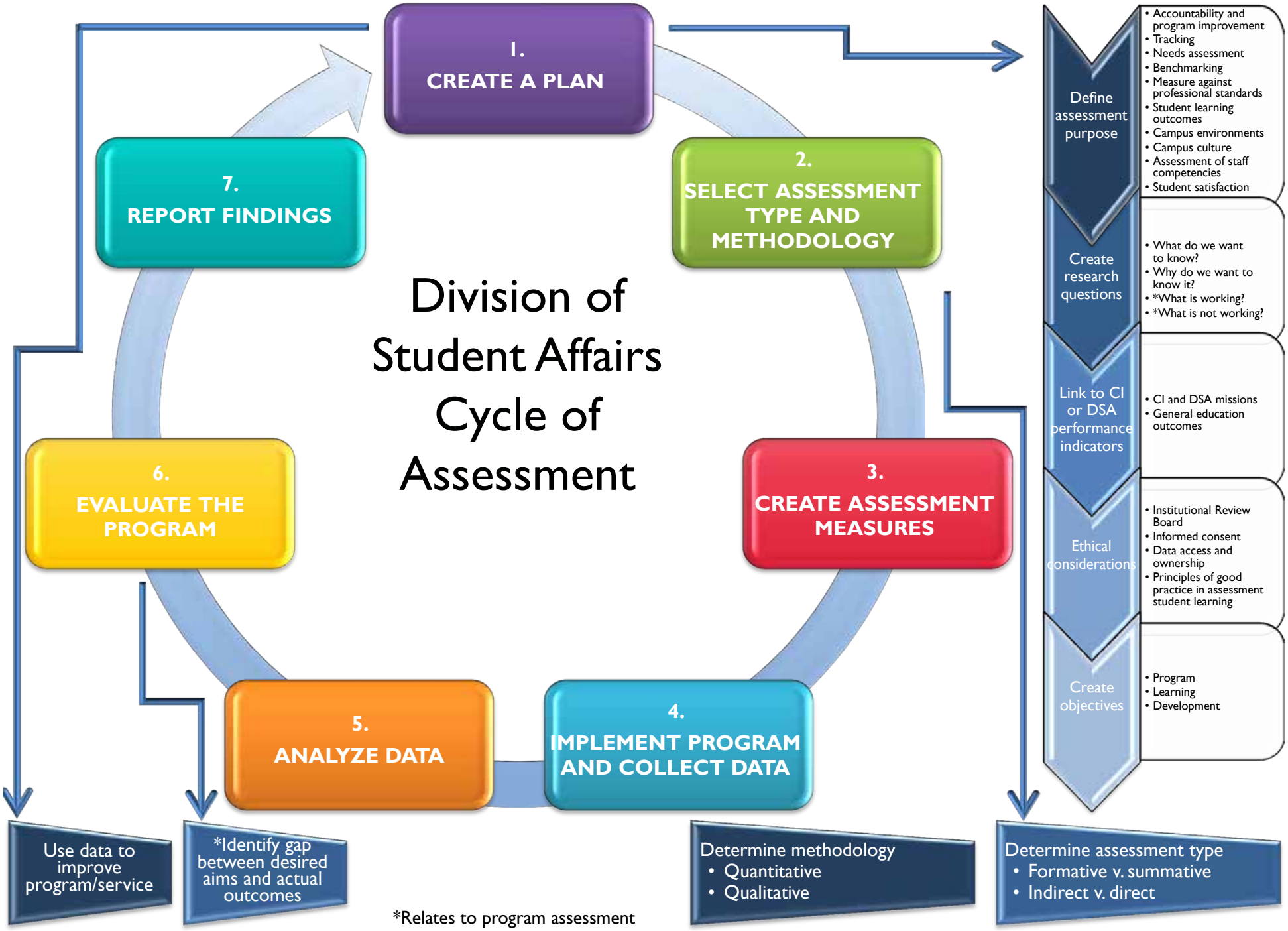
- *Purpose:* Programs have a clearly articulated *purpose statement* or the object(s) toward which it strives and/or exists. In the student-centered culture that we operate, this purpose is connected to the learning and development needs of CI students.
- *Aims:* Programs have a set of *aims* or general expected outcomes, which, if accomplished, meet a specific need of the program.
- *Objectives:* Programs have a set of *objectives* or specific aim-related expected outcomes, which, if accomplished, lead to the success of that aim.
- *Student Needs Assessment:* A process by which information about student needs is collected, synthesized, and interpreted to assist in matching student needs with programmatic strategies for addressing them.
- *Student Learning Objectives:* Describe what a student is expected to know (cognitive), be (affective) or do (behavior) at the end of the program, activity, event or intervention.
- *Strategy:* Planned arrangements of activities, events, and/or interventions designed to support program objectives.

Program Assessment: The process of collecting information about student learning and performance to thereby improve the learning.

- *Student Learning Outcomes:* Describe what a student actually knows, understands or is able to do at the end of the program, activity, event or intervention.

Program Evaluation: An on-going process designed to monitor and improve a program's effectiveness.

- *Program Outcomes:* The accumulation of all outcomes accomplished as a result of a program, strategy and/or event; the actual results.


Division of Student Affairs Cycle of Assessment
1. CREATE A PLAN
2. SELECT ASSESSMENT TYPE AND METHODOLOGY
3. CREATE ASSESSMENT MEASURES
4. IMPLEMENT PROGRAM AND COLLECT DATA
5. ANALYZE DATA
6. EVALUATE THE PROGRAM
7. REPORT FINDINGS
Define assessment purpose
• Accountability and program improvement
• Tracking
• Needs assessment
• Benchmarking
• Measure against professional standards
• Student learning outcomes
• Campus environments
• Campus culture
• Assessment of staff competencies
• Student satisfaction
Create research questions
• What do we want to know?
• Why do we want to know it?
• *What is working?
• *What is not working?
Link to CI or DSA performance indicators
• CI and DSA missions
• General education outcomes
Ethical considerations
• Institutional Review Board
• Informed consent
• Data access and ownership
• Principles of good practice in assessment student learning
Create objectives
• Program
• Learning
• Development
Determine assessment type
• Formative v. summative
• Indirect v. direct
Determine methodology
• Quantitative
• Qualitative
*Identify gap between desired aims and actual outcomes
Use data to improve program/service
*Relates to program assessment

CI DSA Comprehensive Program Review (CPR) Model

The Division utilizes a *CPR* process to inform program improvement and identify opportunities for future development. CAS* standards are utilized as metrics for the entire process.

The process is as follows:

1. *Self-Study Phase*, a program review phase that involves members of the Division of Student Affairs;
2. *Site Review Phase*, a program review phase that includes faculty, staff and administrators; and
3. *Outside Professional Reviewer Phase*, a program review phase that draws on the expertise of an outside professional.

The CPR process is co-directed by the Area Heads for each unit and the Director of Student Affairs Assessment, Research, and Staff Development in consultation with the Vice President of Student Affairs. Results are reviewed by the Area Head and Vice President for Student Affairs to inform continuous improvement opportunities for program areas.

**CAS (the Council for the Advancement of Standards in Higher Education) develops and disseminates standards that enhance the quality of a student's total learning experience in higher education. CAS collectively develops, examines, and endorses standards and guidelines for program and service areas in higher education.*

Future assessment and evaluation processes, trainings, and collaborations will be regularly reviewed and updated as needed to best support the strategic goals and initiatives of the 2015-2020 DSA Strategic Plan. For example, during the summer of 2015, each area will identify key strategies (example provided below) that support University strategic priorities. For the strategies selected, assessment plans will be developed and key assessment and evaluation results shared on a pre-determined timeline (see sample at right).

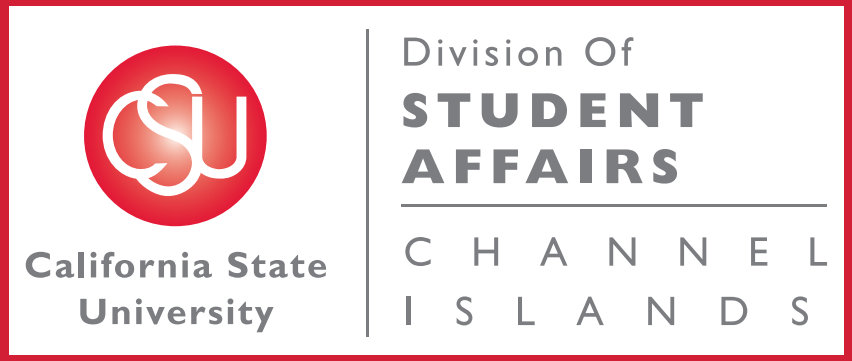
Conclusion

As the Division continues to move forward with our strategic priorities we have a unique opportunity to assess and evaluate our progress on *key* strategies through yearly recording and sharing *key* data during our annual reporting process. In the summer/fall of 2015, program leads will identify key strategies and associated assessment and/or evaluation measures that will map progress related to the objectives associated with the DSA Strategic Plan. After these key assessment and evaluation results are collected, program leads will share results in the DSA annual report. Yearly, the DSA will review these results collectively and discuss connections to the DSA Strategic Plan and CI Strategic Plan and explore opportunities for support of strengths and corrections of identified weakness to ensure that key strategies are supporting the growth and development of CI students.

Assessment & Evaluation of Strategic Priorities, Aims & Objectives Area Sample Worksheet

University Strategic Priority I: Facilitate student success

Aim A: Provide University access to students who bring diverse perspectives					
	Key Assessment and/or Evaluation Results				
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
ASO SAMPLE RESPONSE: ***Objective 1:*** *Provide assessment and evaluation tools to DSA areas recruiting diverse student populations* *Key Strategies*					
1. Develop area-tailored DSA strategic plan tools for assessment and evaluation	SL and ASO assessment plans completed and collecting data	SL, ASO, HRE and ASI assessment plans completed and collecting data	W&A, SL, ASO, HRE and ASI assessment plans completed and collecting data	DSA retreat occurs to discuss assessment and evaluation plan results	Report shared that discusses assessment plan findings and recommendations
3. Regularly analyze and compare data across years (and update tools, goals, etc.)	Data available on the ASO and/or IER website DSA sign-in system demographics for events Annual report data	DSA assessment and evaluation tools and additional data available on the DSA CI Learn community DSA sign-in system demographics for events Annual report data	Procedure for DSA data sharing developed and posted DSA sign-in system demographics for events Annual report data	DSA data sharing/ assessment sharing discussions scheduled Diversity trends for DSA student assistants collected and highlighted DSA sign-in system demographics for events Annual report data	Diversity trends for DSA student assistants and student organization members collected and highlighted DSA sign-in system demographics for events Annual report data
5. Collaborate with CSUs to share student demographic-related data	CSU Dashboard data	CSU Dashboard data	CSU Dashboard data	CSU Dashboard data	CSU Dashboard data



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