



California State
University

Division Of
**STUDENT
AFFAIRS**

C H A N N E L
I S L A N D S

Strategic Plan 2011-2016

"Placing students at the center
of *their* educational experience..."



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Message from the Vice President



The Division of Student Affairs (DSA) at CSU Channel Islands is committed to, and has engaged in high quality planning for many years. It is the planning process itself, and the plans that result from this process, that tie our Division's diverse operations and staff into a cohesive unit. Student Affairs uses planning as the basis for systematic and in-depth discussions of needs and priorities, to determine the approaches to deal with critical issues while developing initiatives that link together the multiplicity of operations within the Division. Formal published strategic plans become the basis for ensuring that the entire DSA team knows not only what needs to be done, but more importantly, why. These plans become the blueprint for all DSA administrators, staff and student workers to solve the day-to-day problems in ways consistent with the intent and direction of the Student Affairs' vision and mission. Succinct and intentional planning allows the separate units within Student Affairs to align their direction and area plans with the Division; and upon their alignment the Division of Student Affairs will thus align its plans with the University Mission.

As CSU Channel Islands enters its second decade, an opportunity has emerged for Student Affairs to make clearer our philosophic foundation from which we operate as a Division. The 2011-2016 Division of Student Affairs Strategic Plan represents the next step in the long-range plans to transform the role and image of Student Affairs. In fall 2002, as the founding Vice President, I was charged with creating a Student Affairs organization that would be a model for the nation. The Student Affairs profession is commonly recognized for its work in student services/activities but seldom for intellectual or scholarly endeavors or as partners in educating students. Acknowledging this challenge, the Division of Student Affairs at CI intentionally set out to ensure that our contributions to student learning and development were not overshadowed or underestimated.

The first step to reshape the Division's role was introduced in the 2002-2007 Strategic Plan through its vision, mission, goals, and objectives, which included learning and development language intended to influence future program aims and objectives. The practice of program evaluation and learning outcome assessment was also highlighted in this plan. Finally, the plan called for clear alignment between the Division's mission and goals and the mission of the University.

In 2004, only two years later, the Division of Student Affairs was in the completion phase of its original five-year Strategic Plan. With the counsel of the DSA Executive Team, the dates of the existing Strategic Plan were amended to cover 2002-2005 and the team

Message from the Vice President

immediately began to work on our second plan, which encompassed 2005-2011. It was also in this second Strategic Plan where a fourth goal was incorporated for the Division.

Approaching the end of the second Strategic Plan, the Associate and Assistant Vice Presidents collaborated with the four areas in the Division, which include, Associated Students Inc., Enrollment Services, Housing and Residential Education and Student Life, to create a comprehensive needs-based Strategic Plan for 2011-2016. This plan aligns with the mission, goals and initiatives of the University as well as the Division and builds on those fundamental learning-driven structures that were outlined in the Strategic Plan for 2002-2007.

Over the next five years, Division staff will be asked to apply what they have learned from their training on program planning and to assess their programs' effectiveness at producing meaningful learning outcomes in CI students. Also highlighted in the 2011-2016 Strategic Plan is the Division's preparations for the upcoming Western Association of Schools and Colleges (WASC) re-accreditation review that is scheduled for 2012 through 2014. The visit provides an excellent opportunity for the Division to demonstrate its student learning emphasis. Commendations from the WASC team would be strong evidence that the Division's transformation plans are succeeding.

Finally, the current Student Affairs' Strategic Plan, like the previous two, was written as a living-document, subject to ongoing modifications as changes occur both inside as well as outside of the University. This plan includes the DSA's Mission Statement, Core Values, the Characteristics of a CI Graduate, an in-depth review of our Strategic Planning Process, Division Aims and Objectives and the corresponding timeline to gauge our progress. Implied in our plan is an unwritten commitment to the "CI Way" and our unique pride as partners in this educational enterprise.

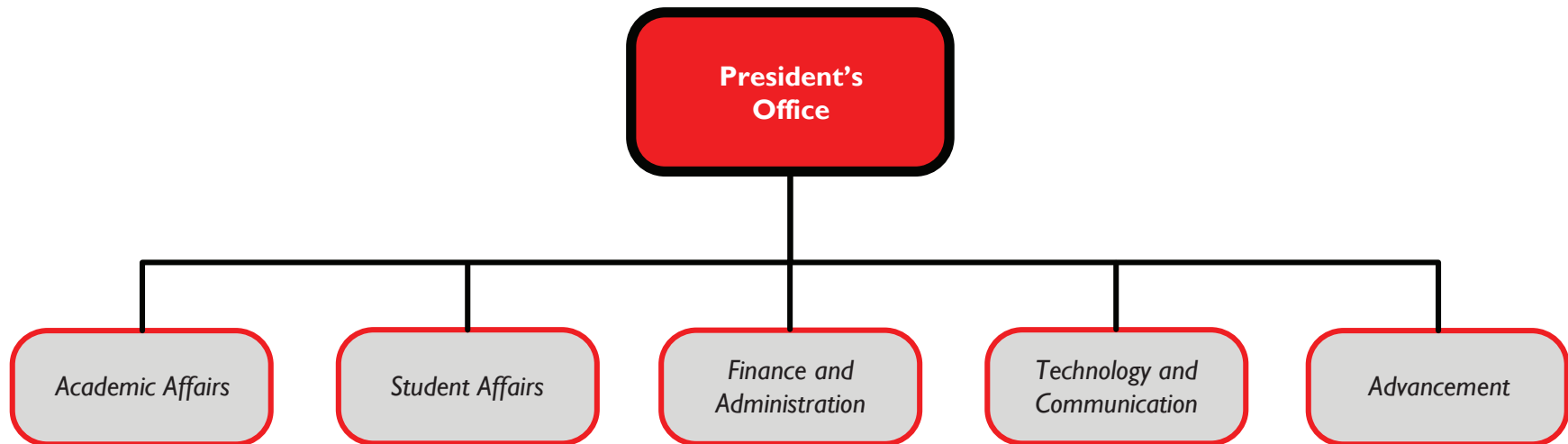
Sincerely,

A handwritten signature in black ink, appearing to read "Wm. Gregory Sawyer". The signature is fluid and cursive, with the first name "Wm." and last name "Sawyer" clearly distinguishable.

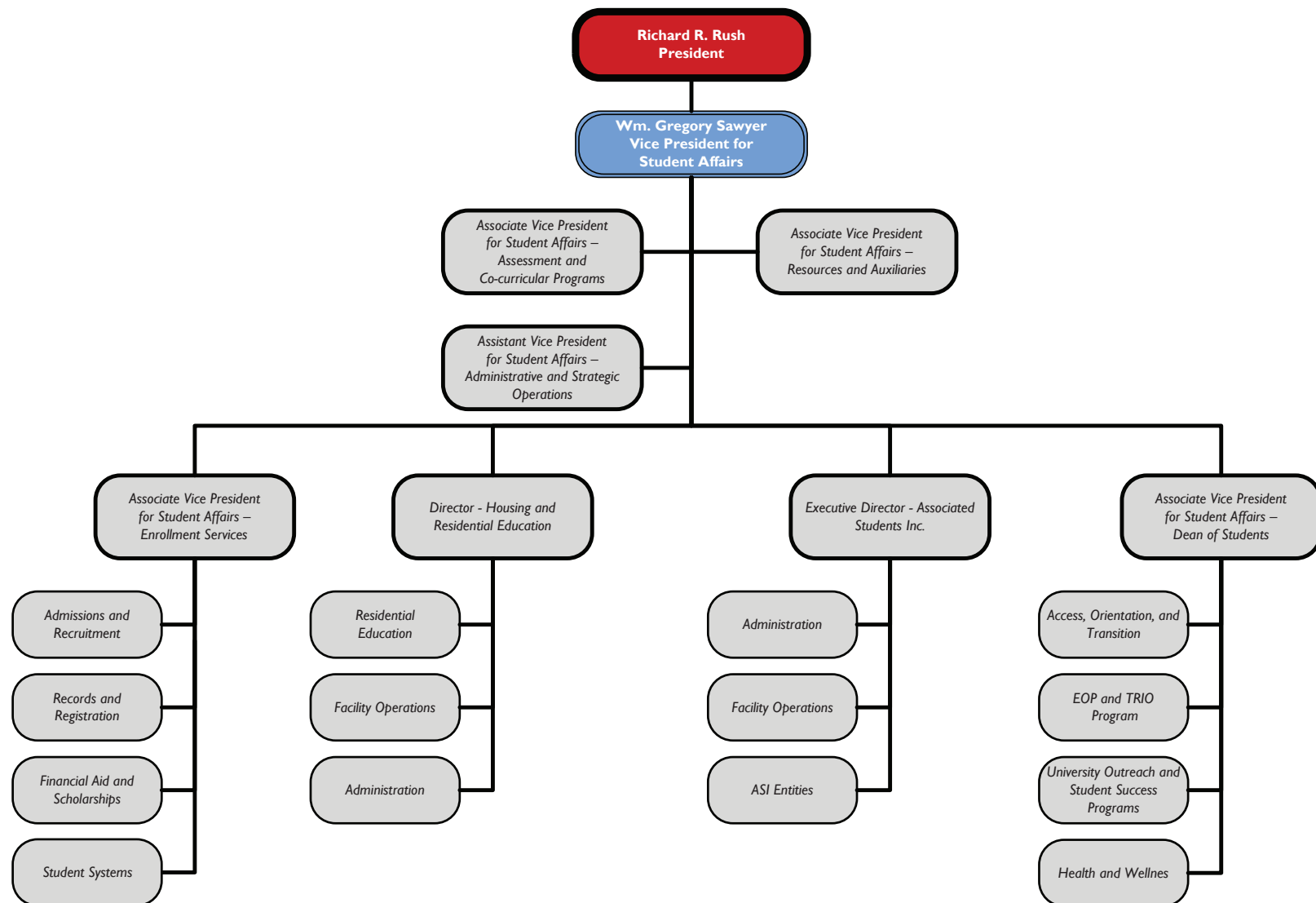
Wm. Gregory Sawyer, Ph.D.
Vice President
Division of Student Affairs



University Divisions



Division of Student Affairs Organizational Chart



University Mission, Pillars and Characteristics of CI Graduates

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 Pillars/Centers

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

Characteristics of CI Graduates

CI Graduates are:

- **Informed** about past, present, and future issues affecting human society and the natural world, and the inter-relatedness of society and the natural world;
- **Empowered** with the disciplinary and interdisciplinary knowledge necessary to evaluate problems, the ability to translate knowledge into judgment and action, and excellent communication skills for conveying their interpretations and opinions to a diverse audience;
- **Creative** in developing imaginative self-expression and independent thinking, with joy and passion for learning; and
- **Dedicated** to maintaining the principles of intellectual honesty, democracy, and social justice, and to participating in human society and the natural world as socially responsible individual citizens.



University General Strategy and Strategic Initiatives

General Strategy

1. Encourage and support student-centered learning through teaching, inquiry, and scholarly, creative, and co-curricular activities.
2. Foster community engagement with our students and provide access to the University both regionally and globally.
3. Continue developing innovative practices that enhance the quality and effectiveness of the University including academic programs, student support services, the business enterprise, and physical infrastructure.
4. Develop support for the University with the community and public and private funders through inclusive partnerships and programs that encourage others to feel part of the University

Strategic Initiatives

1. Student Access/Retention/Success
2. STEM Crisis
3. Environmental Sustainability
4. Athletics (on hold)



Division of Student Affairs Vision, Mission, Goals, Core Values, and Core Emphasis

Vision

To be known nationally as university leaders in co-curricular education by providing needs-based programs and services that promote diversity, leadership, personal and civic responsibility and an appreciation of lifelong learning.

Mission*

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

Goals

- To recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels.
- To encourage a learning community in and beyond the classroom that promotes academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.
- To offer programs and services for students that enhance their quality of life at CI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.
- To prepare students for life-long learning and ongoing personal development; provide opportunities for the learning and development of the whole person; and to continually evaluate and improve the quality of programs and services offered to students.

** The Division of Student Affairs will be revising the Mission Statement.*

Core Values

Collaboration
Commitment
Diversity
Integrity
Excellence

Core Emphasis

Student Leadership | Multicultural Engagement | Career Development



Division of Student Affairs Area Purpose Statements



Associated Students Inc.

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.

Enrollment Services

The purpose of Enrollment Services (ES) is to recruit, admit, offer registration support, provide financial resources and graduate a diverse student body through programs and technology that empower students to monitor and direct their progress towards their degree.

Housing and Residential Education

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.

Student Life

Student Life (SL) 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.



Linking Student Affairs Goals with CSU Channel Islands' General Strategy

Division of Student Affairs' Goals	CSU Channel Islands' General Strategy
1. To recruit, enroll, retain, and graduate a diverse student body at both the undergraduate and graduate levels.	<ul style="list-style-type: none"> • Develop support for the University with the community and public and private funders through inclusive partnerships and programs that encourage others to feel part of the University.
2. To encourage a learning community in and beyond the classroom that promotes the academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.	<ul style="list-style-type: none"> • Foster community engagement with our students and provide access to the University both regionally and globally. • Encourage and support student-centered learning through teaching, inquiry, scholarly, creative, and co-curricular activities
3. To offer programs and services for students that enhance their quality of life at CI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.	<ul style="list-style-type: none"> • Continue developing innovative practices that enhance the quality and effectiveness of the University including academic programs, student support services, the business enterprise, and physical infrastructure. • Develop support for the University with the community and public and private funders through inclusive partnerships and programs that encourage others to feel part of the University
4. To prepare students for life-long learning and ongoing personal development, to provide opportunities for the learning and development of the whole person, and to continually evaluate and improve the quality of programs and services offered to students.	<ul style="list-style-type: none"> • Encourage and support student-centered learning through teaching, inquiry, scholarly, creative, and co-curricular activities



Division of Student Affairs Strategic Planning Process

The Planning Process

In the spring of 2009, the Vice President for Student Affairs appointed a Division-wide steering committee to initiate the Division's comprehensive strategic plan for 2011 through 2016. The committee included representatives from Enrollment Services, the Vice President for Student Affairs office, Housing and Residential Education, Associated Students Inc., and Student Life. The Vice President also asked the Division's Associate Vice President for Assessment and Co-Curricular Education to serve as the committee's facilitator.

One week prior to the committee's first meeting the team was sent a packet of information to prepare them for the work that would take place over the next six months. The materials included:

- Channel Islands' Mission and Pillars documents
- The University's General Strategy and Strategic Initiatives
- The Division of Student Affairs Mission, Values and Goals
- Information on how to conduct a SWOT analysis
- A strategic planning model

Student Affairs' Three-Phase Strategic Planning Model

The success of strategic planning depends in large part on having a sound approach to the planning process. Good strategic planning should be comprehensive in scope, flexible enough to handle different situations, and easy to implement. The model that the Division has chosen clearly meets these criteria. It uses three fundamental questions to frame and guide the committee's work: 1) "Where does the Division stand in meeting its mission and goals?" 2) "Where does the Division want to be in the next three to five years?" and 3) "How does the Division plan to reach its strategic goals?" To effectively answer these questions, the team required critical information concerning the dynamic environment in which the Division of Student Affairs operates.



Division of Student Affairs Strategic Planning Process (continued)

The most effective tool found for gathering this data was the SWOT analysis. It was designed specifically to examine the “Strengths,” “Weaknesses,” “Opportunities,” and “Threats” that influence an organization. It provided the Division with valuable information about what it was doing “well” or “poorly” and what events or trends were favorable or unfavorable to the Division’s success. Consequently, the three-phase model, when used in conjunction with the SWOT analysis, proved to be extremely effective for creating the Division of Student Affairs’ strategic plan for 2011-2016.

Planning Phase One: The Current State of the Division—Where is the Division Now?

During the early months of the planning process, the team met on a weekly basis in order to discuss materials included in their packets as well as become familiar with the overall planning model and the role of the committee. The team’s efforts began in earnest with goals and objectives that were outlined for Phase One of the Planning Process.

These goals and objectives included:

Goal 1: To identify salient internal and external factors that influenced the Division’s ability to carry out its mission and goals

- **Objective 1.1:** Conduct a Division SWOT analysis, with input from area staff
- **Objective 1.2:** Discuss and note any significant changes that may have occurred in the Division’s internal and/or external environment since the previous SWOT analysis
- **Objective 1.3:** Evaluate the Division’s current resource capacity to carry out its mission

Goal 2: To evaluate the Division’s mission and goals

- **Objective 2.1:** Examine and reach a consensus on the validity and relevance of the Division’s mission, goals and values based on the SWOT (2009) analysis data

Goal 3: To examine the Division’s alignment with the University’s Mission, Pillars, General Strategy, and Strategic Initiatives

- **Objective 3.1:** Assess the Division’s goal alignment with the University’s Mission, Pillars, General Strategy, and Strategic Initiatives then make appropriate adjustments

Once these objectives were addressed, the committee moved to the next phase of the Planning Process.

Planning Phase Two: Where does the Division want to be in the next five years?

In the second phase of the Planning Process, the committee was asked to arrive at a consensus on what the Division should accomplish over the next five years. To complete this task, members consulted with their respective area staff and created a prioritized list of strategic goals. Once this task was completed, the committee reconvened to synthesize the areas’ lists to identify the top strategic goals for the Division.

Examples of the Division’s top strategic goals include:

- To provide evidence that the Division’s programs and services support the University’s Mission, Pillars, General Strategy, and Strategic Initiatives

Division of Student Affairs Strategic Planning Process (continued)

- To demonstrate that the Division's programs and services contribute to the overall learning and development of Channel Islands graduates
- To establish the Division of Student Affairs as a nationally recognized leader in Career Development, Student Leadership, and Multicultural Engagement
- To demonstrate that all Division programs and services are run in a cost-effective and efficient manner
- To provide evidence that the Division is prepared for the University's WASC 1) Preparatory and Capacity and 2) Educational Effectiveness Reviews

After completing this phase of the process, the committee was asked to proceed to the next planning phase.

Planning Phase Three: How will the Division reach its strategic goals?

In the third and final phase of the planning process, the team was tasked by the Vice President with finding the best action steps for achieving the Division strategic goals. To accomplish this, the team was given three tasks:

- To revisit the Division's strategic goals, which were identified in phase two
- To develop a set of measurable objectives and strategies needed to accomplish each of the Division's strategic goals
- To evaluate the effectiveness of each strategy in accomplishing the Division's strategic goals (i.e. take into account the resource implications needed, making sure that the necessary structures are

in place and that the activity is appropriate for the target group that is being served).

After the committee completed the final phase, a draft report was created and sent to the Vice President for his approval. The final result is a table included in this Plan, which documents broad objectives capturing the programs and services for all areas in the Division of Student Affairs (i.e. the Vice President's office, Student Life, Enrollment Services, Housing and Residential Education, and Associated Students Inc.). The table includes Division level goals and area aims with supporting objectives as well as a timeline that identifies completion for each objective. This table was developed by the Vice President's office with consultation from the DSA Area Heads.



Division of Student Affairs Strategic Planning Process (continued)

Division of Student Affairs Comprehensive Program Review (CPR) Plans

Program assessment has long been a part of the strategic planning model for the Division of Student Affairs. Over the years, the method and approach to assessment has evolved. For example, Student Affairs nationally no longer relies exclusively on student satisfaction surveys to determine program effectiveness. In fact, since its inception in 2002, the DSA at CI has adopted a comprehensive approach to evaluating its programs and services. This approach takes into account not only the students' perceptions but also a full range of concrete and measurable results gained from a variety of sources.

Under the Division's Comprehensive Program Review (CPR) model, all area programs participate in a four-phase review process which occurs every 36 months. The Preparatory Phase concentrates on the logistics for conducting a program review (e.g., setting up the review team, collecting review data, and scheduling and planning the review process); the second phase, the Self-Study, involves an internal critique conducted by members of the program area using the Council for the Advancement of Standards (CAS) in Higher Education; the third phase, the Site Review, selects CI faculty, staff, students and administrators outside the Division to critically examine the program; the fourth and final phase, the Outside Professional Review, brings an outside professional to the campus with expertise in the program area that is under review, to critique the program. As a result of this in-depth review, three distinctly different groups review each program on three separate occasions.

Upon completion of each phase of the CPR process, the Vice President for Student Affairs conducts an additional review, which is linked to the Strategic Plan. During this review, the Vice President meets with the DSA Area Heads to address program deficiencies and develop an action plan for improvement in order to accomplish the strategic goals of the Division in a timely manner.



Division of Student Affairs 2011-2016 Strategic Plan and Timeline

Goal I: Provide student-centered learning through co-curricular programs and services

Aim A: Improve and expand Division programs and services to meet the changing needs of our students
Objectives
<ul style="list-style-type: none"> Complete the Division's <i>Program Planning, Implementation and Assessment Success Indicators</i> to ensure all programs have relevant and meaningful learning outcomes Complete a cost benefit analysis of area program strategies, assess their relative value, and make resource allocations accordingly Complete all phases of the Division's Comprehensive Program Review Model Demonstrate and provide evidence that assessment results are used to improve the outcomes and effectiveness (Quality Improvement) of Division programs Demonstrate ongoing assessment of student needs

Aim B: Create an environment that supports student on-going learning and development
Objectives
<ul style="list-style-type: none"> Allocate space designed to support the co-curricular needs of students Implement policies, procedures and practices that support student engagement and address the Division's educational and behavioral expectations of students Create outlets for student recreation, leisure and overall mental and physical wellness Collaborate with Academic Affairs in programming that promotes lifelong learning and intellectual engagement in current events/affairs Create a "student systems" infrastructure that supports our constituents' needs for information Create an environment for visitors to learn about higher education and CI

Action completed ● ; Action initiated prior to Strategic Plan timeline — ; Action initiated within Strategic Plan timeline —

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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		●		
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Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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Division of Student Affairs 2011-2016 Strategic Plan and Timeline (continued)

Aim C: Create a multicultural campus community that fosters appreciation, respect, and engagement among people and nations of the world

Objectives

- Improve and expand opportunities for newly admitted CI students to visit and become familiar with CI's culture, academic programs and resources
- Improve and enhance the ability of university programs to successfully encourage all students to learn and embrace CI's culture, values, and traditions

Projected Timeframe

2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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Aim D: Instill an appreciation and commitment to environmental sustainability

Objectives

- Create and improve program strategies in Student Affairs for increasing students and staff knowledge of the impact their actions have on the environment
- Increase opportunities for students and staff to practice environmental sustainability
- Develop sustainable, paper-less practices

Projected Timeframe

2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
			●	
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		●		

Goal II: Enhance capacity to deliver on the Division's commitment to student learning and development

Aim A: Instill an appreciation and commitment to organizational sustainability

Objectives

- Maximize the Division's revenue generating capacity
- Identify opportunities for sponsorships, partnerships, scholarships, and grants

Projected Timeframe

2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
				●
				●

Division of Student Affairs 2011-2016 Strategic Plan and Timeline (continued)

Aim B: Enhance Division infrastructure to support student learning	
Objectives	
▪ Expand development of policies and procedures that support student development and learning	
▪ Develop and implement a continuity plan to address turnover in Division staff	
▪ Develop and implement a space and facility plan to meet the ongoing office space and programming needs of the Division	
▪ Create a business continuity plan	
▪ Develop appropriate and sufficient evidence to document the Division's contributions to the learning and development of students	
▪ Develop services that support students' ability to monitor and direct their own progress towards their degree completion	
▪ Develop programs that teach lifelong financial literacy	

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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Aim C: Provide resources necessary to accomplish the Division's core learning and development objectives	
Objectives	
▪ Conduct a cost benefit analysis of all area programs and services	
▪ Assess staffing needs to accomplish program objectives	
▪ Assess facility needs to accomplish program objectives	
▪ Develop strong evidence-based budget proposals to document the resource needs of the Division	

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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Division of Student Affairs 2011-2016 Strategic Plan and Timeline (continued)

Aim D: Identify, develop and expand professional competencies among Division personnel
Objectives
<ul style="list-style-type: none"> Develop a new employee orientation program that is supported by policies, a comprehensive orientation guide and a procedural manual Enhance recruitment and selection process to acquire competent personnel To provide opportunities for personnel to explore, develop and define their values, interests and skills which support emotional and physical well-being

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016

Goal III: Promote mutual engagement between the University and students of the region and international communities

Aim A: Expand outreach efforts to encourage students to consider a college education
Objectives
<ul style="list-style-type: none"> Improve and enhance opportunities for prospective students to visit CSU Channel Islands and explore academic programs and resources Improve and enhance prospective students knowledge of available financial resources, how to obtain and manage them Develop and improve bridge programs to prepare students for college level learning and development

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016

Goal IV: Develop and enhance support for regional and international students at CSU Channel Islands

Aim A: Expand opportunities for Channel Islands' students from the region to succeed at reaching their college goals
Objectives
<ul style="list-style-type: none"> Increase faculty and staff understanding of the barriers to college success for students within the region Enhance student orientation and college transition programs for students within the region Augment financial resources for CI's regional students Improve opportunities for CI's students to succeed academically Improve participation in a P-16 partnership that prepares students for higher education

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016

Division of Student Affairs 2011-2016 Strategic Plan and Timeline (continued)

Aim B: Expand support opportunities for international students

Objectives

- Increase understanding of the barriers to college success for international students
- Develop student orientation and college adjustment programs for international students at CI
- Identify resources for addressing the needs of CI's international students
- Improve opportunities for international students to succeed at CI through support services
- Develop outreach programs to increase the population of international students

Projected Timeframe

2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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Goal V: Increase retention of CI students

Aim A: Expand staff information and knowledge about "at-risk" students

Objectives

- Increase the ability to collect, manage, and distribute university data related to student academic progress
- Improve the identification, tracking and response to the critical needs of at-risk first-year and second-year students

Projected Timeframe

2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
■			●	
		●		

Aim B: Enhance support services for at-risk students

Objectives








- Identify and implement practices for improving success rates among at-risk students
- Develop assessment strategies to evaluate and improve retention of at-risk students
- Develop communication that will enable appropriate campus leaders to engage at-risk students

Projected Timeframe

2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
				●
				●
		●		








Division of Student Affairs 2011-2016 Strategic Plan and Timeline (continued)

Aim C: Collaborate within and across University Divisions to increase student retention and success	
Objectives	
<ul style="list-style-type: none"> Expand collaboration between Student Affairs and Academic Affairs in the planning and implementation of co-curricular programs 	
<ul style="list-style-type: none"> Create co-curricular summer bridge programs 	
<ul style="list-style-type: none"> Expand and improve student scholarship and leadership awards program. 	
<ul style="list-style-type: none"> Expand participation of students in leadership training 	
<ul style="list-style-type: none"> Expand technology resources to meet increased needs and demands of students 	
<ul style="list-style-type: none"> Expand opportunities for students to become involved in co-curricular programs 	
<ul style="list-style-type: none"> Create and implement tools to gather and analyze student data to improve retention and enhance programs and services 	

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
				
				
				
				
				
				
				

Goal VI: Establish the Division's prominence in student leadership, multicultural, and career development

Aim A: Collaborate with members of the University community to develop a best practice leadership development program at CI	
Objectives	
<ul style="list-style-type: none"> ▪ Partner with members of the Division to identify common leadership needs in CI students that are addressed through multiple programs and services 	
<ul style="list-style-type: none"> ▪ Develop opportunities for members of Student Affairs and Academic Affairs to teach and train student leadership theory, skills and practices 	
<ul style="list-style-type: none"> ▪ Allocate necessary resources to support student leadership training 	
<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive student leadership training program at CI 	
<ul style="list-style-type: none"> ▪ Develop a “Women in Leadership” program 	

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
				
				
				
				
				

Division of Student Affairs 2011-2016 Strategic Plan and Timeline (continued)

Aim B: Collaborate with members of the University community to develop a best practice multicultural development program at CI
Objectives
<ul style="list-style-type: none"> ▪ Partner with Academic Affairs to identify common multicultural and diversity needs in CI students that are addressed through multiple programs and services ▪ Integrate multicultural and diversity training efforts for students/staff/faculty ▪ Allocate necessary resources to support multicultural and diversity training efforts

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
				●
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Aim C: Collaborate with members of the University community to develop a best practice career development program at CI
Objectives
<ul style="list-style-type: none"> ▪ Partner across Divisions to identify common career needs in CI students that are addressed through multiple programs and services ▪ Increase interdepartmental and inter-Division collaboration to identify student and alumni career needs ▪ Develop partnerships between Student Affairs, Academic Affairs, and the advisement office to develop a comprehensive campus wide career development program ▪ Allocate necessary resources to support student career development programs ▪ Enhance partnerships with area businesses to provide students experiential learning opportunities

Projected Timeframe				
2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016
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┌	—————	●		
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