

**Student Affairs  
Divisional Plan  
2018 - 2019**

**Strategic Theme 1: Focusing on Students First  
Our unwavering focus on student growth and development**

**SP GOAL 1.1      Implement the Engaged Learning Program beginning with the fall 2017 entering class.**

*Action Plans and Steps*

1.1B: Engage faculty, administrators, staff and alumni in the Engaged learning Program. Create on and off campus internships and other learning experiences through which alumni, administrators and staff serve as mentors, in addition to faculty, and build meaningful relationships with students.

2017-18:      Marketed the Engaged Learning Program through new student orientation, opening and freshman seminar. Engaged freshman seminar leaders as approvers for the new student engagement experience.

Provided leadership for Bronc Nation as a tool to support the implementation of co-curricular aspects of Engaged Learning.

2018-19:      Implement ongoing reflection of community service opportunities utilizing trained peer reflection leaders (Bonner Scholars and Rider Service leaders) to allow students to receive Engaged Learning credit.

Review available software tools that serve the functions provided by Bronc Nation to inform contract beginning in summer 2019.

Market Engaged Learning leadership opportunities for students that are connected with out-of-class experiences.

**Related SA Goal:      Expand efforts to enhance civic engagement of students.**

*Action Plans and Steps*

2017-18:      Gathered input from faculty and staff to inform an institutional civic action plan as a part of the Campus Compact. Expanded opportunities for service activities of Student Affairs staff to model the value of civic engagement for students. Facilitated a student volunteer interest survey to inform future community partnerships and service opportunities.

2018-19: Document an institutional civic action plan as a part of the Campus Compact.

Re-envision the 9/11 day of service to more intentionally engage first-year students as an introduction to volunteerism during Welcome Week.

Integrate civic engagement in student leadership training activities across divisional units. Expand opportunities for community service engagement with the community outside of Rider and reflection as a component of the Engaged Learning experience. Market specific engagement opportunities for sophomores to help meet their requirements. Expansion efforts will be informed by the student volunteer interest survey and community partner outreach. Expand voter registration efforts.

**SP GOAL 1.2      Develop a first year experience (FYE) for all freshmen and transfer students.**

*Action Plans and Steps*

2017-18: Actively engaged in the development of a credit-bearing freshman seminar connecting student transition elements offered in the existing freshman seminar.

2018-19: Redesign the existing non-credit bearing freshman seminar and/or other programming methods to meet students' transitional and developmental needs as per the recommendations of the Freshman Seminar task force.

Inventory existing campus extended summer orientation programs and work to coordinate a marketing piece that cohesively promotes these as options for incoming students.

Rebrand fall opening to Welcome Week and expand opportunities for student engagement throughout this time of transition to Rider.

**SP GOAL 1.4: Strengthen students' persistence and timeliness to graduation.**

*Action Plans and Steps*

2017-18: Supported the work of the Retention Task Force including serving as co-chair, engaging five divisional staff as members, and chairing two of the four subcommittees - focused on establishing an inventory of campus retention practices and reviewing best practices for support of students of color.

Contributed to a review of a comprehensive student success/predictive analytics software to inform retention efforts.

Reviewed use of BSCSE data by Residence Life to outreach and support students to consider its applications for at-risk students.

Evaluated current efforts in support of sophomores and transfers to inform comprehensive sophomore and transfer support initiatives.

2018-19: Evaluate the use and impact of academic progress reports in collaboration with Academic Affairs.

Develop a programmatic structure and analysis of required resources to support students through developmental transitions across their time at Rider.

Review student leadership honoraria to support affordability as well as student leader engagement in collaboration with Enrollment Management.

Contribute to the selection and utilization of student success software to aid in student communication especially for at-risk students.

Transition student records oversight to Academic Affairs.

Establish professional development and resources for faculty/staff advisors for student organizations to leverage student organization involvement as a way to promote sense of belonging and connectedness for students.

**SP GOAL 1.6: Build a vibrant living and learning community that enhances the university experience for students, faculty, staff, administrators and alumni, strengthens learning and campus spirit and further builds a sense of community, place and belonging.**

*Action Plans and Steps*

**Vibrant Learning**

1.6A: Develop and promote a diverse university community that is reflective and supportive of our diverse student population. This can be facilitated through ongoing intentional discussions in the campus community regarding issues of diversity as they relate to both the student experience at Rider and in society at large, fostering dialogue related to issues of diversity within academic programs, and employee hiring and support practices (as further reflected in the importance of our people theme).

**Related SA goal: Develop intentional co-curricular opportunities to engage students in multicultural education across Student Affairs.**

2017-18: Actively celebrated months representing and honoring various identifies and cultural traditions (i.e. Hispanic Heritage Month, National Coming Out Day and other Gay Pride events, Native American Heritage Month, Black History Month, Women’s History Month, Asian Pacific American Heritage Month).

Combined the Celebration of Lights with the Lighting of the Library to promote cultural holiday celebration with larger student audience.

Facilitated regular community conversations to engage students on important world and campus issues.

Secured an external grant in support of the Multicultural Student Leadership Institute.

2018-19: Implement professional development within the division to build capacity and understanding about topics of diversity, equity and inclusion to inform future efforts for students.

Ensure that each department identifies specific programs, initiatives and services by which to intentionally promote inclusion and multicultural education.

Integrate curriculum and instructor resources on diversity and inclusion in Freshman Seminar materials.

Expand co-curricular programming associated with the shared read and themes of social justice through the Intellectual Climate Committee.

Expand the educational programming that engages students in critical dialogue around issues of equity and inclusion.

Facilitate regular community conversations to engage student leaders on topical issues of diversity and inclusion with regards to student programming, leadership opportunities, and organizational membership.

1.6B: Working with the LGBTQ Advisory Board and SGA, ensure that the needs of students of all sexual orientations, gender identities and gender expressions are supported.

**Related SA Goal: Promote intentional engagement with and support of marginalized students, including minority populations by race, religion, national origin, sex, sexual orientation, social class, ethnicity, gender identity and expression, age, ability educational level and all other identities.**

2017-18: Began implementation of recommendations of the LGBTQ Advisory Board. Preferred names are now printable on Bronc ID.

Investigated criteria and best practices toward becoming an LGBTQ Friendly College and University as defined by Campus Pride.

Offered Safe zone training to divisional staff to advance awareness of needs of the LGBTQ+ community.

Established a pantry as a resource for students who are food insecure and otherwise in financial crisis. Secured support of Aramark, Gourmet Dining and United Way. Initiated a program for students to donate meal guest passes for food insecure students.

2018-19: Continue implementation of LGBTQ recommendations: preferred name on course roster and Banner fields; develop gender inclusive housing policy; communicate about campus-wide gender-inclusive restrooms.

Host a welcome reception for LGBTQ identifying students and allies during Welcome Week.

Engage campus partners to evaluate Rider compliance with recommended LGBTQ friendly elements as defined by Campus Pride organization.

Identify and design a physical space within the BLC for the Center for Diversity and Inclusion.

Establish web resources for other marginalized student identities and pregnant and parenting students.

Co-Chair the Student Advocacy Committee, establishing protocol and means of support for students in need on campus

Evaluate the needs of students of color. Review best practice models of support, inventory existing on campus efforts and propose a mentoring program structure to support students. Identify implementation timeline and resources for a pilot mentoring program.

**Related SA goal: Partnering with others on campus, contribute to institutional efforts to establish an inclusive community.**

2017-18: Researched institutional models of support for issues of diversity, equity and inclusion to inform recommendations for campus-wide structures moving forward. Evaluated capacity and priorities for Multicultural Affairs as one campus contributor to overarching institutional inclusion efforts. Utilized national literature and best practice models to inform a redefined title of office "Center for Diversity and Inclusion." Updated Director position description and developed newly appointed position of Assistant Director and related duties.

Drafted a proposed institutional level structure for oversight of a campus-wide strategic plan for inclusion efforts.

2018-19: Draft a campus-wide Rider Bias Incident Response Protocol for review and potential implementation for 2019-20 academic year.

Draft a comprehensive University strategic plan for diversity and inclusion.

Facilitate communication with faculty partners to plan and promote educational opportunities for the campus community around all topics of inclusion.

Articulate a division-wide plan that infuses and communicates our values that promote diversity, equity and inclusion throughout our professional and student staff selection processes.

Implement intentional professional development for Student Affairs staff to enhance individual and organizational multicultural competencies.

1.6C: Expand the array of linked courses and living and learning communities

2018-19: Establish a Learning Community Task Force, in partnership with Academic Affairs, to develop learning community guidelines and expectations to assure consistency of both curricular and co-curricular experiences based on national literature and best practices.

Design and implement centralized promotional materials that market the entirety of the learning community offerings and programmatic benefits and support the timeline and efforts of individual learning community outreach.

1.6D: Expand on programming and services that address the specific academic and student life needs of commuting, transfer, veteran and Continuing Studies students, integrating them more fully into the Rider community.

2017-18: Facilitated a needs assessment for the commuter student population to inform future recommendations and actions to engage them most fully.

2018-19: Evaluate current efforts aimed to support commuter students to inform a comprehensive commuter support initiative, especially during their first year at Rider. Incorporate feedback from the commuter student assessment conducted in 2017-18.

1.6E/F: Expand academic and cultural programming in the evenings and on weekends. Promote activities and events more effectively with a unified campus events calendar and more effective promotion.

2017-18: Expanded student event programming and promotion of campus activities resulting in record attendance for events such as RFactor, Scream Screen, Rider Rock Fest and the Drag Race.

2018-19: Support the establishment of a dynamic student virtual event calendar.

Establish centralized and cohesive promotion of Student Affairs-originated student events via weekly emails, posters, social media, Bronc Nation, electronic signage, etc. Promote an emphasis on vibrant weekend programming.

## **Vibrant Living**

1.6B: Promote and enhance on-campus living.

**Related SA Goal: Strengthen campus spirit and further build a sense of community, place and belonging.**

2017-18: Reviewed university policy, staff intervention during policy infraction, conduct process and related sanctions to address negative perceptions of campus policing while maintaining a sense of student accountability for their actions.

2018-19: Implement the recommendations of the campus policing group to further promote a positive campus environment.

2017-18: Implemented a communications plan to announce the two-year residency requirement to begin with the fall 2019 entering class.

2018-19: Develop an intentional plan for the future of Greek life as a contributor to a vibrant campus community.

Effectively market and communicate the out-of-class student experience at Rider through print material, virtual and social media communication outlets, orientation, etc.

Implement a strategic partnership with Gourmet Dining to energize the dining experience.

Draft a university speech and expression policy.

**Related SA Goal: Actively promote student-centered spaces on campus.**

2017-18: Actively engaged in the campus facilities master planning process to enhance spaces that facilitate student engagement.

Established a housing master plan that will create vibrant student-centered spaces that promote community engagement and integrative learning.

Contributed to residential improvements to Wright and Ridge Houses.



2018-19: Facilitate improvements to the commuter student lounge and residential improvements in Kroner, Lake House, and DPE, as well as residential and restaurant dining space enhancements in collaboration with Facilities.

Implement a communication strategy to market student-centered renovations with students in collaboration with Facilities.

1.6C: Foster a greater sense of university spirit through Rider's Division I athletics.

2018-19: Establish a new campus spirit initiative in collaboration with faculty, staff and students, to promote Bronc identity and student engagement in Rider's Division I athletics.

1.6E. Strengthen customer service and streamline efficiency with student support offices. For example, utilize technology in the form of automated service satisfaction surveys and digital documentation systems. Provide regular customer service training for front line staff and administrators and revise office hours to accommodate schedules of working students and parents. Emphasize customer service and user satisfaction in annual performance evaluations.

**Related SA Goal: Strengthen commitment to the student experience by providing excellent service and responsiveness to student voices.**

2017-18: Reviewed and updated the Student Affairs web pages.

Established the VP for Student Affairs Student Advisory Board to promote student voices with top administrators.

Established professional values and expectations for Student Affairs staff that will inform our standard level of service to students.

2018-19: Provide a professional development session for Student Affairs staff on excellence in service.

Expand the frequency of meetings for the VP Student Advisory Board and the number of administrators with whom students regularly interact and make recommendations and responding actions more explicit.

Promote student engagement with the Board of Trustees.

Evaluate student satisfaction of dining as a key aspect of campus life.

**Additional SA Goal: Promote the health and well-being of students in support of their holistic development.**

- 2017-18: Expanded the peer mentoring program to further promote health education.
- Reviewed and redefined the role of the Student Welfare Consultation Team in line with national best practices.
- Secured external grants in support of alcohol/drug, sexual assault and gambling addiction awareness and prevention efforts.
- 2018-19: Evaluate and articulate current Student Affairs practices to promote health and well-being of students to inform future work.
- Develop a communication strategy for faculty and staff to understand the role of the Dean of Students office in collaboration around students of concern.
- Advance the practice of risk assessment for students of concern. Integrate records related to students of concern into the CoCo System.
- Establish an institutional partnership with the Jed Foundation in support of a holistic campus review of supporting student mental health. Secure financial support required to sustain the partnership. Initiate the campus team to begin assessment work.
- Partner with Public Safety to strengthen community policing.

## **Strategic Theme 2: Raising Rider’s Profile**

### **The branding, marketing and promotion of our University**

**SP GOAL 2.2            Build deep, long-lasting and loyal relationships with alumni and the broader external community to strengthen their connections to the University and place Rider prominently at the center of community life.**

#### *Action Plans and Steps*

2.2A: Engage students and parents early and frequently throughout students’ time at Rider as the starting point for lifelong engagement. This could be in the form of, but not limited to, participation in hallmark campus events; communications that highlight/showcase student, faculty and staff achievements; and discussion of issues that influence student success (i.e. diversity, financial aid, academic rigor, engaged learning, high impact practices).

**Related SA goal:       Partner with University Advancement to both enhance engagement of alumni with students to improve the student experience and to explore grant and donor support to improve the out-of-class student experience.**

2017-18:            Promoted the return of the traditional Homecoming events to support student engagement.

2018-19:            Further engage student organization leadership to envision and define plans for Homecoming events.

Leverage the 50<sup>th</sup> anniversary of Rider’s Educational Opportunity Program (EOP) to convene alumni and students at celebratory events and fundraise for the program’s future success.

Leverage the 25<sup>th</sup> anniversary of Rider’s TRiO program to convene alumni and students at celebratory events and fundraise for the program’s future success.

Support University Advancement in the re-establishment of the Parents’ Council and other support and connections mechanisms for Rider family members.

Explore grant and fundraising opportunities to support Student Affairs as a part of the comprehensive campaign. Potential areas for support include: Center for Diversity and Inclusion, EOP, Student Center renovations, Rider pantry, residential learning communities, among others.

### **Strategic Theme 3: Being An Employer of Choice** **The importance of our people**

**SP GOAL 3.1**            **Strengthen and sustain communication and engagement throughout the University to support the shared community in which we live and learn.**

**SP GOAL 3.3**            **Promote employees’ personal and professional development and advancement.**

**SP GOAL 3.5**            **Instill a culture of appreciation where employees are recognized and celebrated for their contributions to work and life at Rider.**

**Related SA Goal:**      **Intentionally design efforts to support, develop and appreciate the Student Affairs staff.**

#### *Action Plans and Steps*

2017-18:            Implemented electronic Student Affairs newsletter, monthly divisional meetings, initiated staff spirit committee, planned first annual end-of-year celebration, implemented divisional awards aligned with divisional commitments/strategic plan.

2018-19:            Intentionally design a year-long series of professional development, compliance, community building and strategic planning opportunities offered monthly for all Student Affairs staff.

## **Strategic Theme 4: Investing in Our Future**

### **The strategic cultivation, management and investment of our resources**

**SP GOAL 4.2**            **Continue to reduce operating and other costs and seek energy and other efficiencies, contributing to a culture of lean thinking that also emphasizes quality.**

#### *Action Plans and Steps*

4.2E    Engage faculty, staff and students in the effort to reduce costs and seek energy and other efficiencies. Consider establishing a task force to identify and track initiatives and communicate progress across the institution.

**Related SA Goal:**    **Review staff capacity/org structure for Student Affairs informed by internal evaluation and national benchmarks. Evaluate and align organizational resources to meet needs and priorities.**

2017-18:            Facilitated process of identifying and prioritizing strategic needs across division, resulting in a divisional reorganization. Reorg established more broadly defined departments and leadership responsibility aligned with strategic goals and realignment of administrative support staff.

Revised the on-call protocol and staffing for emergent student situations.

2018-19:            Evaluate student worker and graduate assistant distribution, needs and resources across the division to determine any future reallocation as well as opportunities for further leveraging student work as learning tools. Evaluate the administrative support staff realignment efforts to determine effectiveness. Review appropriateness of expanding the generalized administrative support staff position description across divisional units.

Evaluate the needs of units as it relates to our 10/11-month employees.

**Related SA Goal:**    **Evaluate organizational fiscal resources, expenditures and needs. To address institutional fiscal concerns, continue to consider opportunities to achieve cost savings and explore additional sources of revenue.**

2017-18:            Evaluate 3 to 5 year expenditure patterns for units across the Division. Facilitate room and board revenue projections as informed by enrollment trends, the residency requirement, changes to Westminster Choir College, goals associated with our change of dining vendor and recommendations from housing master plan.

2018-19:            Evaluate funding sources and needs for essential student programs and initiatives that are vital to advance the strategic plan. Included is an

evaluation of funding sources (e.g. student fees, Student Government Activities fee funding) to determine appropriate recommended alignment moving forward. Utilize information to inform future new spending requests which help us achieve goals in the strategic plan.

**SP GOAL 4.5: Establish a new information technology master plan that supports the University's strategic goals, adapts to evolving needs and reduces risk.**

4.5E: Strengthen analytical, reporting and other capabilities in business units through the use of technology to increase self-sufficiency, generate efficiencies and facilitate decision-making.

**Related SA Goal: Evaluate the use of technology to more effectively and inexpensively deliver services and programs and ensure compliance with federal mandates. Evaluate staff technology competency to promote skills to advance these efforts.**

2017-18: Completed updates to StarRez web and the date dependent room configuration. Implemented multiple terms capability within CS Gold. Completed adjustments to the Banner advisor screen to incorporate student information including local address.

2018-19: Review the CoCo software to fully understand the capability and utilization of the system to inform future adaptations to work flow and processes and incorporate billing of fines and student welfare as well as other communications digital documentation in the system.

Transition a Student Affairs systems analyst to the role, providing leadership and oversight to advance our utilization of technology and data.

Offer software tool training specifically for administrative support staff to advance their knowledge and skillset. Assess technology knowledge across Student Affairs staff to inform relevant training.

Support institutional implementation of Banner 9, including form updates associated with biographic demographic information.

Review Student Affairs needs and opportunities associated with document imaging.

Investigate the possibility of implementing electronic health records. Review will include consideration of best practices, cost/benefit of implementation, and RFP/review of available software tools to strengthen access and security of student health information.

Facilitate technology enhancements required to implement dining improvements including meal plan exchange and online ordering.

Evaluate Student Affairs data associated with GDPR regulations.

## **Strategic Theme 5: Always Improving**

### **Our commitment to planning, implementation and continuous improvement**

**SP GOAL 5.1      Strengthen student learning outcomes assessment across the University.**

**Related SA Goal:    Develop and implement a comprehensive assessment strategy for services, programs and co-curricular learning experiences delivered by Student Affairs.**

#### *Action Plans and Steps*

5.1F: Strengthen student learning outcomes assessment with the Student Affairs division under the leadership of the reconstituted divisional assessment committee. Ensure that meaningful assessment is conducted throughout the division on an annual basis.

2017-18:      Facilitated a workshop for skill and capacity building for Student Affairs staff in outcomes assessment.

Developed and implemented cyclical divisional assessment planning tools, which include assessing defined student learning outcomes and other measures of student engagement and success, analysis of results and demonstrated utilization of findings to inform future efforts.

2018-19:      Implement and monitor progress on full cycle of annual assessment. Utilize the assessment committee to evaluate additional professional development needs and analyze divisional themes/findings to inform future work. Contribute to campus-wide expansion of institutional student learning outcomes.