

The Division of Student Affairs and Enrollment Management Strategic Plan 2005-2011

Vision

The Division of Student Affairs and Enrollment Management will be known for its excellent programs. We will collaboratively prepare students to be responsible and productive in a globally diverse society. The integrated services of the division will become a major influence in recruiting and retaining students at Central Washington University campuses. Through our advocacy efforts, CWU will become the university of choice in the Northwest.

Mission

The Division of Student Affairs and Enrollment Management provides programs and services to enroll, retain, and graduate diverse students who are eligible for admission. We challenge and support students' holistic personal growth, academic performance, preparation for the global workplace, and development of responsible citizenship. We monitor and respond to various factors that impact student satisfaction, success and commitment to the university.

Philosophy

The Division of Student Affairs and Enrollment Management is grounded in the knowledge that intellectual and personal growth are inseparable and that the primary academic mission is most fully served through the development of the whole person. Within our division, we are dedicated to the following:

- creating an atmosphere in which partnerships between students and professional staff foster student involvement, responsibility, empowerment, and accountability;
- maintaining an inclusive and welcoming environment where programs, services, and accommodations address the needs and interests of all members of the CWU community.

Strategic and Subsidiary Goals

- I. **Attract, enroll, and retain a diverse student body consistent with established goals on the Ellensburg campus and at the university centers.**
 - A. Increase freshman applicant pool by 10% and transfer applicant pool 5% by Fall 2009.
 - Improve collaboration with academic and SAEM programs designed to attract prospective students to CWU.

- Increase frequency and variety of effective contacts with prospective students.
 - Promote academic and programmatic areas of excellence to prospective students.
- B. Increase freshmen enrollments 8% and transfer enrollments 5% by Fall 2009.
- Assess current programs to determine impact and effectiveness on acceptances yield rate.
 - Enhance efforts to increase yield rates of accepted students.
- C. Increase retention rate of freshmen to sophomores returning for Fall 2009 to 79%
- Continue to develop, and coordinate initiatives intended to improve retention of enrolled students.
 - Identify and intervene with at-risk students and connect them with support programs.
- D. Collaborate with members of the University community in setting appropriate goals for five- and six-year graduation rates.
- Assess the impact of graduation rates on enrollment management and retention issues.
 - Focus on course availability, advising and institutional satisfaction as major factors impacting time to degree.

II. Create and sustain productive and supportive environments that promote personal growth, communication, collegiality, and collaboration.

- A. Attract, hire, and retain a diverse staff.
- B. Provide a systemic plan for professional and staff development that promotes best practices related to student affairs and enrollment management.
- Submit annual personal and professional growth plans to VP.
 - Develop a code of professional ethics and conduct.
- C. Improve integration of services intended to promote student success.
- Catalog division and university-wide activities intended to promote student success.
 - Decrease unnecessary overlap in services.
- D. Actively pursue opportunities to participate with, support, and collaborate with other units or departments within the division.
- Serve on boards/committees of other departments within the division.
 - Increase attendance of division staff at division events.

III. Enhance curricular, co-curricular, and extra-curricular activities that engage all students on the Ellensburg campus and at the university centers, and that contribute to their intellectual, social, and emotional development.

- A.) Develop, articulate, and promote a vision for extra- and co-curricular programs that address academic and student life goals.
- B.) Continue to improve coordination of current co-curricular and extra-curricular activities.
 - Uniformly catalog division wide co-curricular and extra-curricular activities and opportunities for students, in order to expand and coordinate efforts.
 - Coordinate scheduling of major student life events within the division and, whenever possible, outside the division.
- C.) Develop a coordinated approach to selecting new co-curricular and extra-curricular activities that involves Student and Academic Affairs officers in the decision making process.
 - Conduct intra-divisional assessment of current programs and identify gaps.
 - Establish mutually beneficial programs that meet gaps as addressed in various evaluations.
- D.) Develop students as leaders.
 - Provide plentiful student paraprofessional and student professional development, employment, and co-curricular activities (i.e. internships, practicum, etc.) consistent with CWU's educational mission and primary SAEM learning outcomes.
 - Promote student participation in student/university governance, i.e. ASCWU, University Committees, RHA, Union Board, Emerging Leaders, etc.
- E.) Assess student employees, interns, and volunteers to determine how their positional experiences relate to their academic endeavors.
 - Utilize exit interview specific to work areas.
 - Utilize Student Voice to determine work experience relative to their academic endeavors.

- Develop and follow an action plan with clear objectives and routine evaluations or check-ups.

IV. Expand partnerships with the Division of Academic Affairs and other on- and off-campus constituents to enhance student learning and engagement.

- A. Improve participation and supportive partnerships with academic affairs.
- Create opportunities for faculty to become involved with division programs and activities.
 - Enhance role of SAEM staff in University 101 and other academic courses and advising opportunities.
- B. Improve coordination with units on campus that facilitate the success of student affairs activities and operations, including facilities management division and university relations.
- C. Expand and coordinate opportunities for involvement of interested parties, including parents, employers, and community organizations, in divisional and university activities.

V. Develop and implement a coherent, comprehensive program of environmental analysis, assessment, and evaluation.

- A. Identify questions and desired competencies that the division will use as basis for an assessment plan.
- B. Develop an assessment protocol that provides information relevant to improving student retention and success.
- Develop Assessment Council and define role and charge.

VI. Expand and diversify sources of revenue to enhance university—wide initiatives and student services opportunities.

- A. Expand and improve coordination of financial resources for students including scholarships and work-study opportunities.
- Develop collaborative relationships with the CWU Development Office, and CWU Foundation.
 - Cultivate relationships with alumni of departments and division.
- B. Improve revenue allocating and revenue generating activities of the division.
- Review the revenue allocation processes of various departments for ways to increase stability of funding.

- Work with the S&A Committee to implement a more efficient allocation process.
- Increase the number of external grants submitted by division staff and units.
- Seek institutional funding for student support programs that are currently grant funded.
- Expand revenue sources by providing services to CWU and community.

VII. Serve as catalysts for transformational change and forward thinking related to all aspects of university life.

- A. Anticipate changing demographics and trends in higher education.
- B. Create and maintain spheres of distinction.
- C. Seek and obtain regional and national recognition and departmental accreditation where possible.

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