

# **IOWA**

# **DIVISION OF STUDENT LIFE**

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**STRATEGIC PLAN  
2021-2026**

12/14/2020

# DIVISION OF STUDENT LIFE STRATEGIC PLAN

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# 01. MISSION AND VISION

**One Division. One Mission. Student Success.**

The Division of Student Life fosters student success by creating and promoting inclusive educationally purposeful services and activities within and beyond the classroom.

## Vision

In order to advance our mission of student success and address the strategic gaps outlined by the University of Iowa, our vision is to:

- Establish Iowa as a national leader in student engagement and holistic well-being practices that promote student success
- Lead boldly in diversity, equity, and inclusion by developing and engaging in programs and initiatives that educate and hold staff and students accountable to grow, learn, and enact change
- Create a cohesive student experience to support individual and community success
- Expand our effectiveness through staff support, resource growth, productive relationships and proactive communication

# 02. PRIORITIES AND GOALS

## Strategic Priorities

The Division of Student Life's strategic plan establishes six strategic priorities to guide action and resource allocation over the next five years. This plan integrates with existing initiatives and supports the implementation of existing initiatives such as the Division's Diversity, Equity, and Inclusion (DEI) Plan, the Alcohol Harm Reduction Plan, the Anti-Violence Plan, Iowa GROW®, and the University's Diversity, Equity, and Inclusion

### Student Engagement

Enhance the student experience through meaningful engagement and high-impact practices

### Holistic Well-Being

Lead a campus-wide movement to enhance holistic well-being

### Diversity, Equity, and Inclusion

Lead boldly through the Division of Student Life's Diversity, Equity, and Inclusion Action Plan

### Community and Belonging

Cultivate virtual and in person programs and physical spaces that promote a sense of belonging, opportunities for socialization, and community development

### Staff Support

Recruit, retain, engage, and develop employees at all levels to enrich student success

### Resources and Development

Grow and align Division resources, partnerships, and revenue to support Division priorities

# 02. PRIORITIES AND GOALS

## Goal 1: Student Engagement

Enhance the student experience through meaningful engagement and high-impact practices.

### Tactics

- Define and adopt a Division and institutional definition of student engagement that reinforces a broad array of significant learning experiences
- Inventory and evaluate existing high-impact practices\* to identify effective practices and opportunities to scale
- Implement interventions to increase equitable participation in student engagement activities
- Align resources to support effective practices and signature programs focusing on a continuum of engagement (all virtual to all in person)
- Create partnerships across campus, particularly with the Office of the Provost and Vice President for Research, to promote engagement opportunities, including undergraduate research
- Implement the Hawkeye Engage tool, a data-driven platform to help students explore and reflect upon opportunities for engagement

### Success Indicators

- Percent of seniors reporting engagement with high-impact practices (all students, underrepresented students)\*\*
- Campus-wide engagement definition adopted
- Inventory and prioritization of high-impact practices complete

### Campus Partners

- Office of the Provost
- Vice President for Research
- [Student Success Team](#)
- Faculty and Collegiate Leadership
- Information Technology Services

\* Engaging educational experiences that promote deep learning

\*\*Division metric

## Goal 2: Holistic Well-Being

Lead a campus-wide movement to enhance holistic well-being.

### Tactics

- Adopt a common definition of well-being
- Define organizational model/structure for a collaborative and holistic approach to well-being that addresses health inequities
- Prioritize well-being through staffing, hybridization (in person and virtual) of services, creation of an integrated well-being facility, and adequate resource allocation
- Partner with the Office of the Provost to leverage the well-being model to support University of Iowa retention goals

### Success Indicators

- Clinical load index specific to each area\* (relationship between demand of services and our ability to meet demand)
- Definition of well-being adopted across campus
- Model and structure developed
- Support plan in place (communication plan, student self-reporting data)

### Campus Partners

- Office of the Provost
- Facilities Management
- University of Iowa Hospitals and Clinics
- University Human Resources

\*Division metric

## Goal 3: Diversity, Equity, and Inclusion

Lead boldly through the Division of Student Life's [Diversity, Equity, and Inclusion Action Plan](#).

### Tactics

- Integrate DEI into daily work by establishing leader behaviors (student-first, employee-first, organization-first behaviors that demonstrate organizational values and illustrate desired organizational norms of being and doing)
- Engage leadership in an [Equity Institute](#)
- Revise the Division's supplemental performance evaluation document to increase accountability for DEI
- Communicate the DEI Action Plan consistently throughout the Division and across campus
- Refresh the plan as goals are achieved to ensure continuous improvement

### Success Indicators

- [Student and employee climate data](#)\*
- Staff retention\*
- Staff engaged in work related to DEI\*
- Performance evaluation goals (content analysis) complete
- Leader behavior plan complete

### Campus Partners

- University Human Resources
- Division of Diversity, Equity, and Inclusion

\*Division metric

## Goal 4: Community and Sense of Belonging

**Cultivate virtual and in person programs and physical spaces that promote a sense of belonging, opportunities for socialization, and community development.**

### Tactics

- Develop cultural neighborhood with both infrastructure and robust programming (investing in staffing, physical plant, and adequate resource allocation for existing cultural and resource centers; construction of a Cultural Neighborhood)
- Complete a graduate and professional student needs assessment and develop intentional outreach that invites graduate and professional students to participate in initiatives and programs
- Invest in student support partnerships with collegiate and academic advising staff
- Invest in the student employment experience by providing high-impact practices through [Iowa GROW®](#) and focusing on essential skill development
- Collaborate with the Division of Diversity, Equity, and Inclusion to facilitate ongoing opportunities for the community to engage in difficult dialogues
- Promote a broad definition of civic engagement and create high-impact opportunities for students
- Using evidence-informed practices outline programs and services to increase sense of belonging for first-generation students

### Success Indicators

- Percent of all students served by Division programs\*
- Cultural neighborhood complete

### Campus Partners

- Graduate College
- Academic Affairs/Colleges
- Facilities Management
- Office of Planning

\*Division metric

## Goal 5: Staff Support

**Recruit, retain, engage and develop employees at all levels to enrich student success.**

### Tactics

- Review staff salaries for competitive alignment with peer institutions, industry norms, and internal comparative positions
- Assess experience and expectations of merit staff's sense of belonging as Division employees
- Utilize and share data from the [Working at Iowa Survey](#) and employee exit interviews to guide effective supervision and policy improvement
- Implement consistent and equitable opportunities for professional development across the Division
- Continue to engage staff through multiple effective communication strategies, including periodic Division gatherings, and both virtual and in person options
- Expand the hybridization of our programs and services to support remote work and student access

### Success Indicators

- Staff retention (shared metric with Goal 3)\*
- Increase in Divisional workplace satisfaction on the Working at Iowa Survey\*
- Participation in professional development opportunities\*
- Participation in Division events\*
- Compensation reviews complete
- Merit staff engagement strategy complete
- Policy and supervision development action complete

### Campus Partners

- University Human Resources

\*Division metric

## Goal 6: Resources and Development

**Grow and align Division resources, partnerships, and revenue to support priorities.**

### Tactics

- Develop new sources of revenue through philanthropy and partnership
- Partner with the University of Iowa Center for Advancement (UICA) to increase alumni engagement
- Work with campus partners to build parent and family engagement strategy
- Sponsor development training for staff
- Recommend adoption of customer relationship management (CRM) system to track students through alumni status
- Review sources and uses of funds to identify opportunities for efficiency, including outsourcing and shared service models
- Establish partnership with campus master plan
- Expand strategic partnerships

### Success Indicators

- Philanthropic giving\*
- Alumni engagement\*
- Examine existing partnerships
- Align resources to DSL priorities

### Campus Partners

- Center for Advancement
- Information Technology Services
- Office of Admissions
- Facilities Management

\*Division metric

# 03. INITIATIVES

The Division of Student Life proposes four priority initiatives to advance the strategic plan. The Division will conduct further feasibility and planning around these initiatives to accompany the strategic plan. Progress and timelines subject to funding.

Initiative	Strategic Plan Reference/Impact
Hawkeye Engage	<ul style="list-style-type: none"> <li>• Goal 1: Student Engagement</li> <li>• Goal 3: Diversity, Equity, and Inclusion</li> </ul>
Holistic Well-Being Model	<ul style="list-style-type: none"> <li>• Goal 2: Holistic Well-being</li> </ul>
Cultural Neighborhood	<ul style="list-style-type: none"> <li>• Goal 3: Diversity, Equity, and Inclusion</li> <li>• Goal 4: Community and Belonging</li> </ul>
Student Union Refresh	<ul style="list-style-type: none"> <li>• Goal 4: Community and Belonging</li> </ul>

# 04. METRICS AND PROGRESS

The Division of Student Life adopts the following success metrics to measure progress against the strategic plan:

Goal	Metrics
Student Engagement	<ul style="list-style-type: none"> <li>• Percent of seniors engaged in high-impact practices                             <ul style="list-style-type: none"> <li>- All students</li> <li>- Underrepresented students</li> </ul> </li> </ul>
Holistic Well-Being	<ul style="list-style-type: none"> <li>• Clinical load index specific to each area</li> </ul>
Diversity, Equity, and Inclusion	<ul style="list-style-type: none"> <li>• Student and employee climate data</li> <li>• Staff retention</li> <li>• Staff participation in DEI work</li> </ul>
Community and Belonging	<ul style="list-style-type: none"> <li>• Percent of all students served by Division programs                             <ul style="list-style-type: none"> <li>- Undergraduate</li> <li>- Graduate/professional</li> </ul> </li> </ul>
Staff Support	<ul style="list-style-type: none"> <li>• Staff retention (shared metric with Goal 3)</li> <li>• Working at Iowa Survey (workplace satisfaction)</li> <li>• Staff participation                             <ul style="list-style-type: none"> <li>- Professional development</li> <li>- Division events</li> </ul> </li> </ul>
Resources	<ul style="list-style-type: none"> <li>• Philanthropic giving</li> <li>• Alumni engagement</li> </ul>