

UNC STUDENT AFFAIRS STRATEGIC PLAN
2022-2024



PREAMBLE

Student Affairs serves the campus community through the delivery of student educational opportunities, programs and services. We welcome students into the community, support them in connecting to people and experiences, and engage them in realizing their potential through developing the knowledge and skills they need to succeed at and after Carolina. Our work is vision and mission-focused, guided by our values.

Vision

An equitable and healthy community where all thrive.

Mission

Student Affairs fosters student success by cultivating belonging, engagement, well-being and learning.

Values

- **Community:** We practice civility, compassion and care for others. We work together to create a sense of interconnectedness through relationships that uplift and respect Tar Heels individually and collectively.
- **Equity:** We are dedicated to eliminating systemic injustices and amplifying practices that work to dismantle discrimination against all identities. The work of equity is never done, yet we remain steadfast toward creating a UNC-Chapel Hill community accessible for everyone.
- **Integrity:** We embolden community members to be honest, to refine individual and clarify collective morals, and to understand the influence of their actions on the greater community.
- **Holistic Development:** We believe holistic development is essential to student success at the personal and group level in areas such as leadership, civic engagement, career readiness, innovation and service learning, which are at the core of the Carolina experience.
- **Stewardship:** We engage principles of sustainability and thoughtful stewardship. We hold ourselves accountable for managing human, institutional and natural resources in a responsible manner while operating strategically to achieve our goals.
- **Wellness:** We promote environments that elevate the well-being of individuals and community to support respectful choices and positive decision-making regarding life-long health and safety.

Rationale

The University's Strategic Plan, [Carolina Next: Innovation for the Public Good](#), defines eight strategic initiatives prioritizing core areas of focus across the institution in the coming years. With institutional priorities as our guideposts, Student Affairs initiated the development of a strategic framework identifying pathways the Division will follow in operationalizing our commitment to student success, contributing to the achievement of the University's mission and strategic priorities.

The Division's Strategic Plan outlines priorities, objectives, opportunities and action-oriented strategies to support Student Affairs in improving the delivery of resources, programs and services. The plan elevates the capacity for data-informed decision-making to foster student success. Clearly articulated strategies ensure progress toward achieving our priorities, while providing mechanisms to build cohesiveness across a complex organization. The current landscape of higher education requires innovative and collaborative approaches to stewarding human and fiscal resources to meet our goals. The Division's Strategic Plan provides the framework to spark innovation and collaboration for a whole-campus approach to student success.

Strategic Planning Steering Committee

Jonathan Adams, Assistant Director, University Career Services

Jacqueline Dunn, Executive Assistant, Vice Chancellor for Student Affairs Office

Dr. Ashley Gray, Associate Director, Carolina Housing

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Dr. Bettina Shuford, Associate Vice Chancellor for Student Engagement, Vice Chancellor for Student Affairs Office

Dr. Kelly Waicus, Sports Medicine Physician, Campus Health

Anthony Wright, Leadership Development Program Coordinator, Carolina Union

Structure

The plan names five Strategic Priorities that represent broad areas of focus for Student Affairs to guide our collective efforts over the next three years:

- (1) Center Student Learning.
- (2) Promote and Advocate.
- (3) Foster Safe and Inclusive Communities.
- (4) Develop Collaborations and Partnerships.
- (5) Operationalize Efficiencies.

Each Priority is further defined by Strategic Objectives. Objectives highlight areas within each priority where we can have a significant impact. Further to that, Opportunities and Strategies hone our focus by identifying narrowly tailored focal points and actions. The cycle concludes with the use of metrics to assess the impact of our efforts.

Example Structure: Priority One



Process

Implementing a strategic planning process that aligns with the University’s mission and goals was critical to an effective plan. Additionally, it was important to have a process that was inclusive, held space for, and encouraged broad participation from our diverse staff and student groups. This process began with selecting a Steering Committee that included staff from a wide range of departments, at different stages in their careers, with various positions and responsibilities across the organization. Throughout the process the Steering Committee and leadership team worked to promote transparency through the practice of consistent and open communication.



Priorities

Strategic Priority 1: Center Student Learning

Student Affairs will draw on student development frameworks to prioritize learning across co-curricular opportunities.

Student Affairs has inspired transformative learning and skill development to help students succeed at and after Carolina through the Carolina Excellence Program. Centering student learning through a Curricular Approach is an evolution of Carolina Excellence designed to integrate, connect and scaffold learning opportunities and skill development in support of a shared educational priority. The Curricular Approach engages every department within Student Affairs, as well as partners across the University, to provide purposeful strategies for student learning and engagement. A focus on student-centered learning in Student Affairs also contributes to the University's priority of "Strengthen Student Success," a strategic initiative within "Carolina Next," the University's strategic plan.

Strategic Priority 2: Promote and Advocate

Student Affairs will promote and advocate for the needs of students and for the collective impact of the work of our departments.

As outlined in "Carolina Next," the University's strategic plan, it is one of our priorities as a campus to support all students as they develop personal skills and attributes for their success. One foundational element to student support is simply making sure our students, families, alumni, donors and colleagues across campus are educated about the programs and resources that Student Affairs has to offer. Developing consistent channels of communication to diverse audiences, and then populating them consistently with timely, engaging and relevant information, is essential in developing the strong connections necessary to support student success. It is also our responsibility to develop outreach programs and means for feedback from our students and colleagues so that we can adapt our own offerings as needs change and advocate on our students' behalf to other departments across campus.

Strategic Priority 3: Foster Safe and Inclusive Communities

Student Affairs will minimize harm and maximize support for underserved populations.

UNC-Chapel Hill enrolls more than 29,000 students each year. Our students come from diverse cultures and communities, and they engage in living and learning with diverse sets of beliefs and perspectives. In advancing the educational benefits of diversity, Student Affairs draws on research while leveraging data to set goals and deliver programming designed to promote a safe, supportive and inclusive campus environment.

Our work is informed by an extensive body of literature demonstrating the foundational role of a sense of belonging in supporting student motivation, engagement, academic achievement and persistence. Recently collected data indicate that, within the UNC-Chapel Hill community, students' perceptions of belonging are not equitable across demographic groups. Students with disabilities and students who identify as members of the LGBTQ community report lower perceptions of a sense of belonging. Within race or ethnicity, Asian and White peers tend to report higher perceptions of a sense of belonging than their Black or African American, Hispanic or Latinx and Native American peers. As such, we see a critical opportunity in working toward the achievement of Strategic Priority 3.

Strategic Priority 4: Develop Collaborations and Partnerships

Student Affairs will strengthen unified approaches to enhance student and staff experiences.

Providing equitable access to resources focused on holistic development for career development and health and well-being is essential as we seek to navigate, personally and professionally, the disruption of work and in-person learning brought on by two public health crises in America, COVID-19 and a racial reckoning to disrupt structural racism. The uncertainty of the new normal and what that means for a balanced life calls for a unified approach across Student Affairs to help students and staff thrive in their professional growth and development, along with a renewed and consistent focus on health and well-being to foster the capacity of staff to show up authentically and be their best in work and learning environments. Developing synergy across Student Affairs contributes to the University's strategic initiative "Enable Career Development" in Carolina Next.

Strategic Priority 5: Operationalize Efficiencies

Student Affairs will streamline and clarify administrative processes to capitalize on resources.

As a division, we are adapting to the shift to a centralized approach for managing finances, HR functions and other resources, including an all-funds budget model that was recently implemented in FY20-21 to improve planning, decision-making and financial sustainability at the University. Assessment also plays a major role in planning and decision-making at all levels of Student Affairs. Through a continued effort to create a culture of assessment, Student Affairs uses metrics to determine if programs and services are contributing to student learning and program effectiveness, while monitoring progress towards department and divisional goals. A focused approach for creating operational efficiencies throughout the University is now integrated in how we manage our operations with support from the Operational Excellence Office and the resources provided to streamline business processes and functions. As each of the strategic priorities included in this plan calls for greater synergy and cross collaboration across the division, our administrative processes must align with institutional

initiatives outlined in strategy eight, “Optimize Operations,” in the University’s strategic plan, “Carolina Next.”

Strategic Priorities and Objectives at a Glance			
Strategic Priority	Objectives		
1: Center Student Learning	1.1 Develop and implement a curricular approach on which to focus our collective work and skill development.	1.2 Develop and enhance co-curricular learning and skill development for professional and graduate students.	
2: Promote and Advocate	2.1 Increase effectiveness of communication and marketing to ensure all key stakeholders remain informed of Student Affairs programs, services and resources.	2.2 Advance Student Affairs Development in support of current and new programs, services and resources.	
3: Foster Safe and Inclusive Communities	3.1 Center the needs of historically marginalized populations in programs, services, resources and spaces.	3.2 Enhance Diversity, Equity, and Inclusion (DEI) education for students and staff.	3.3 Increase physical, psychological, and environmental safety for underserved populations.
4: Develop Collaborations and Partnerships	4.1 Develop and implement a cohesive approach to staff professional development.	4.2.a Support health and well-being of students. 4.2.b Support health and well-being of staff.	4.3 Create centralized and flexible student access to campus resources and services.
5: Operationalize Efficiencies	5.1 Increase efficiencies in administrative operations that support the Student Affairs mission.	5.2 Promote a culture of assessment to inform decision-making and program effectiveness.	5.3 Prioritize and coordinate facility planning, maintenance, and infrastructure to maximize resources in support of the Student Affairs mission.

IMPLEMENTATION TIMELINE STAGE ONE: JANUARY - DECEMBER 2022

Objective 1.1 Develop and implement a curricular approach on which to focus our collective work and skill development.

<i>Opportunity 1.1 Conduct Archaeological Dig</i>	
Strategy	Person(s) Responsible
Reconvene Carolina Excellence Steering Committee with revisions to membership as needed.	AVC for Student Engagement
Identify significant documentation relevant to conducting a thorough archaeological dig focused on Health/Well-being and Cultural Competency/Equity.	Carolina Excellence Steering Committee
Organize teams to review documentation and summarize findings.	SAAC
Present findings to SALT to prepare them for the task of defining the Educational Priority.	Carolina Excellence Steering Committee
<i>Opportunity 1.1.2 Articulate a clearly defined Educational Priority focused on Wellness/Cultural Competence/Inclusion</i>	
Strategy	Person(s) Responsible
Design and implement a SALT work session focused on developing an educational priority for Student Affairs.	SALT

Objective 1.2 Develop and enhance co-curricular learning and skill development for professional and graduate students.

<i>Opportunity 1.2.1 Increase intentionality in how we serve graduate and professional students.</i>	
Strategy	Person (s) Responsible
Ensure that all Student Affairs and departmental student advisory groups are inclusive of graduate and professional students.	SALT/SET
<i>Opportunity 1.2.3 Differentiate services and programs for graduate and professional students from services and programs designed to serve undergraduates.</i>	
Strategy	Person (s) Responsible
Evaluate hours of operation for all Student Affairs departments to reflect a commitment to serving graduate and professional students who often cannot access services and programs on a weekday, 8 a.m.-5 p.m. schedule.	SALT

Objective 2.1 Increase effectiveness of communication and marketing to ensure all key stakeholders remain informed of Student Affairs programs, services and resources.

<i>Opportunity 2.1.1 Improve collaboration with faculty and academic partners regarding opportunities within Student Affairs through effective communications, marketing and relationship building.</i>	
Strategy	Person(s) Responsible
Clarify SA relationship/engagement with Thrive Hub planning and implementation.	UCS, SLL, Academic Advising, and Carolina Housing
<i>Opportunity 2.1.2 Establish mechanisms to facilitate bi-directional communication regarding operations in Student Affairs.</i>	
Strategy	Person(s) Responsible
Ensure key Student Affairs communications are readily available to all employees electronically and translated as needed.	SA Communications and SAHR
Communicate mechanism for providing suggestions or feedback in response to questions or prompts on policies, procedures and/or issues.	SA Communications, SAIT and SET
<i>Opportunity 2.1.3 Improve digital communications and outreach to students regarding opportunities within Student Affairs.</i>	
Strategy	Person(s) Responsible
Identify and develop new infrastructure for effective mass communication to both broad and targeted student and staff populations (e.g., Carolina Go, Slack, mass texting, website hubs or physical kiosks).	SAIT and SA Communications

Objective 2.2 Advance Student Affairs Development in support of current and new programs, services and resources.

<i>Opportunity 2.2.1 Advance Student Affairs Development in support of current and new programs, services and resources.</i>	
Strategy	Person(s) Responsible
Invite donors to major campus events and build opportunities to interact with students and Student Affairs staff.	SA Development
Share videos and images of students at conferences, events, programs to thank donors and talk about program impact.	SA Communications and SA Development
<i>Opportunity 2.2.2 Provide professional development opportunities regarding fundraising, stewardship and alumni relations to Student Affairs staff.</i>	
Strategy	Person(s) Responsible
Bring staff and students on visits or in Zoom town halls with donors as a means of developing knowledge/skills.	SA Development

Objective 3.1 Center the needs of historically marginalized populations in programs, services, resources and spaces.

Opportunity 3.1.1 <i>Create a central digital repository of existing programs, services, resources and spaces that serve historically marginalized populations, to simplify access.</i>	
Strategy	Person(s) Responsible
Provide a detailed listing on the SA website that can be easily shared and referenced by interested individuals, groups, and departments.	SA Communications
Opportunity 3.1.2 <i>Develop and implement a more integrated and comprehensive approach to assessment of programs, services, resources and spaces serving historically marginalized populations.</i>	
Strategy	Person(s) Responsible
Achieve fidelity in tracking delivery and attendance for existing programs, and in collecting demographic data utilizing our SA demographic questions on department/program level surveys.	All departments, SLL and SA Assessment
Facilitate a series of listening sessions with groups such as Sister Talk, BSM, and QTPOC.	VC of Student Affairs

Objective 3.2 Enhance Diversity, Equity, and Inclusion (DEI) education for students and staff.

Opportunity 3.2.1 <i>Enhance ongoing DEI education for Student Affairs staff.</i>	
Strategy	Person(s) Responsible
Link to HR/EOC trainings and ODI recent news/events page from SA website professional development page and feature links in SA staff newsletter.	SAHR and SA Communications
Opportunity 3.2.2 <i>Compile/Evaluate existing DEI training for student leaders/student staff in Student Affairs and use what we learn to consider the development of a common base DEI training for all Student Affairs student leaders/student staff teams.</i>	
Strategy	Person(s) Responsible
Facilitate brown bag series based on DEI podcast and readings series open to SA staff and student employees.	SA Professional Development Committee
Create a DEI professional development track for SA student employees. Draw on existing training opportunities (Haven, Safe Zone, Green Zone, Mental Health First Aid, and ADA, etc.).	UCS

Objective 3.3 Increase physical, psychological and environmental safety for underserved populations.

Opportunity 3.3.1 <i>Clarify opportunities and secure additional funding for student basic needs resources across Student Affairs (e.g., Carolina Cupboard, Carolina Closet, emergency fund and other identified basic needs resources).</i>

Strategy	Person(s) Responsible
Create grateful student and parent donation opportunities toward providing financial assistance to students with safety and well-being challenges.	SA Development
<i>Opportunity 3.3.2 Enhance Student Affairs staff capacity to respond, guide, and refer historically marginalized students to the programs and services available, with the goal of creating safer space for students to express their needs to staff.</i>	
Strategy	Person(s) Responsible
Communicate processes for students navigating bias-related incidents and identity-based safety concerns.	DOS, SA Communications
Enhance communication and collaboration around programming and services across campus that support historically marginalized students.	Carolina Union, SA Communications
Iconography: Create a timeline for auditing spaces to increase the representation of underrepresented identities in physical environments through artifacts, pictures, etc., to add to a sense of belonging.	All departments

Objective 4.1 Develop and implement a cohesive approach to staff professional development.

Opportunity 4.1.1 Create clear opportunities or strategies for career support.

Strategy	Person(s) Responsible
Increase cross-departmental collaboration to offer programs, trainings, and resources and to promote networking.	SALT
Develop, maintain, and update a list of free and low-cost professional development opportunities available on campus, including those provided by OHR and the EOC, by departments within the Division, and through online media, and share that list, either through a website or a regular email communication.	SA Professional Development Committee and SAHR

Objective 4.2.a Nurture health and well-being of students.

Opportunity 4.2.a2 Promote institutional understanding of how health and wellness impacts academics and student success.

Strategy	Person(s) Responsible
Develop and implement an educational module on student mental health and well-being for faculty and staff.	CAPS and Student Wellness

Objective 4.3 Create centralized and flexible student access to campus resources and services.

Opportunity 4.3.2 Research, identify gaps and make recommendations to consolidate, develop, and deliver more responsive Student Affairs resources and services.

Strategy	Person(s) Responsible
Develop core assessment mechanism(s) to gather ongoing feedback from students on operational aspects (location, hours, etc.) of resources and services across Student Affairs.	SA Assessment

Objective 5.1 Increase efficiencies in administrative operations that support the Student Affairs mission.

<i>Opportunity 5.2.2 Increase representation of staff with marginalized identities in the hiring pool for departments across Student Affairs through a division-wide recruitment strategy</i>	
Strategy	Person(s) Responsible
Add DEI Tool Kit to SA website.	SAHR and SA Communications
Include students with marginalized identities on Student Affairs search committees and leverage networking and candidate sourcing options not previously considered as recruitment strategies.	All Departments

Objective 5.2 Promote a culture of assessment to inform decision-making and program effectiveness.

<i>Opportunity 5.2.1 Increase fidelity in implementation of Core Assessment.</i>	
Strategy	Person(s) Responsible
Review and revise the existing Core Assessment Plan to align with the new SA Strategic Plan and align departmental assessment planning template with revised Core Assessment Plan.	SA Assessment
<i>Opportunity 5.2.2 Identify opportunities for collaborative/shared assessment activities across departments to minimize survey overlap, student survey fatigue, and staff workload.</i>	
Strategy	Person(s) Responsible
Identify divisional level KPIs aligned with the new SA Strategic Plan, drawing on existing data where possible (e.g., national benchmarked surveys we implement regularly).	SA Assessment

Objective 5.3 Prioritize and coordinate facility planning, maintenance and infrastructure to maximize resources in support of the Student Affairs Mission.

<i>Opportunity 5.3.1 Assess effectiveness of teleworking caused by the pandemic to determine long-term strategies for effective space utilization.</i>	
Strategy	Person(s) Responsible
Create flexible staffing models for onsite working and teleworking.	SALT
<i>Opportunity 5.3.2 Implement strategies to advance UNC Student Affairs as a campus and national leader in sustainability practices for design and space management.</i>	
Strategy	Person(s) Responsible
Identify key benchmarks and best practice industry standards in collaboration with Facilities.	Senior AVC for SA
Audit office spaces and identify possible solutions to meet operational needs.	Senior AVC for SA

IMPLEMENTATION TIMELINE STAGE TWO: JANUARY-DECEMBER 2023

Objective 1.1 Develop and implement a curricular approach on which to focus our collective work and skill development.

<i>Opportunity 1.1.3 Implement learning goals and outcomes.</i>	
Strategies	Person(s) Responsible
Develop educational strategies.	Curricular Approach Steering Committee
Identify scaffolded learning opportunities.	Curricular Approach Steering Committee

Objective 1.2 Develop and enhance co-curricular learning and skill development for professional and graduate students.

<i>Opportunity 1.2.1 Increase intentionality in how we serve graduate and professional students.</i>	
Strategy	Person(s) Responsible
Collect existing needs-assessment data, inventory where/how work is already being addressed, and conduct gap analysis.	SA Assessment and SAAC
<i>Opportunity 1.2.2 Enhance collaboration with staff in The Graduate School, colleges and professional schools.</i>	
Strategy	Person(s) Responsible
Focus a SAC meeting on graduate and professional students and ask council members from graduate and professional schools to do brief presentations on student experiences, trends and needs.	Vice Chancellor for Student Affairs

Objective 2.1 Increase effectiveness of communication and marketing to help key stakeholders remain informed of Student Affairs programs, services and resources.

<i>Opportunity 2.1.3 Improve digital communication and outreach to students about Student Affairs opportunities.</i>	
Strategy	Person(s) Responsible
Leverage a team of student employees across the division to help support content for a student-facing, engagement and support focused, social media account.	SA Communications

Objective 2.2 Advance Student Affairs Development in support of current and new programs, services and resources.

<i>Opportunity 2.2.2 Provide professional development opportunities to Student Affairs staff about fundraising, stewardship and alumni relations.</i>	
Strategy	Person(s) Responsible
Create training for staff on fundraising, stewardship and alumni relations.	SA Development

Objective 3.1 Center the needs of historically marginalized populations in programs, services, resources and spaces.

<i>Opportunity 3.1.2</i> Develop and implement a more integrated and comprehensive approach to assessment of programs, services, resources and spaces serving historically marginalized populations.	
Strategy	Person(s) Responsible
Utilize repository data to conduct a gap analysis that identifies areas of strength and additional needs in our programs, services, resources and spaces.	SA Assessment and SAAC
Measure participant/user satisfaction, unmet needs, and strategies for improvement; implement and remeasure.	SA Assessment

Objective 3.2 Enhance Diversity, Equity and Inclusion (DEI) education for students and staff.

<i>Opportunity 3.2.2</i> Compile/Evaluate existing DEI training for student leaders/student staff in Student Affairs and use what we learn to consider the development of a common base DEI training for all Student Affairs student leaders/student staff teams.	
Strategy	Person(s) Responsible
Identify what Student Affairs departments are doing now and what else can be done. Collaborate with each other on delivering DEI initiatives. Create DEI student development training database, gap analysis, and identify trainers willing to collaborate outside of their departments.	UCS and ODI

Objective 3.3 Increase physical, psychological and environmental safety for underserved populations.

<i>Opportunity 3.3.1</i> Clarify opportunities and secure additional funding for student basic needs resources across Student Affairs (e.g., Carolina Cupboard, Carolina Closet, emergency fund and other identified basic needs resources).	
Strategy	Person(s) Responsible
Clarify existing needs, identify existing resources and clarify eligibility requirements to access the resources.	DOS
<i>Opportunity 3.3.3</i> Student Affairs departments will comply with philosophical and legal mandates by implementation of universal design practices and ADA standards (e.g., accommodation statements) in all programs and services.	
Strategy	Person(s) Responsible
Implement professional development plans for department staff, including UD and ADA.	All departments

Objective 4.1 Develop and implement a cohesive approach to staff professional development.

Opportunity 4.1.2 Formalize a student leader/student employment training model across Student Affairs.	
Strategy	Person(s) Responsible
Develop core learning outcomes for students employed across SA.	Curricular Approach Subcommittee
Build Student Employment portal on SA website (draw on professional development resources developed but never realized for Operational Excellence effort at institutional level).	UCS and SAAC
Create SA student employee training to address commonalities across departments in addition to specific departmental trainings.	UCS, SAAC and SA Assessment

Objective 4.2.a Nurture health and well-being of students.

Opportunity 4.2.a2 Promote institutional understanding of how health and wellness impacts academics and student success.	
Strategy	Person(s) Responsible
Train peer educators and student leaders across campus to provide support and/or understanding of when and how to refer issues related to health and well-being to Healthy Heels Ambassadors.	Student Wellness

Objective 4.3 Create centralized and flexible student access to campus resources and services.

Opportunity 4.3.2 Research, identify gaps and make recommendations to consolidate, develop and deliver more responsive Student Affairs resources and services.	
Strategy	Person(s) Responsible
Collect data on structural aspects of Student Affairs at peer institutions (benchmarking).	SET

Objective 5.1 Increase efficiencies in administrative operations that support the Student Affairs mission.

Opportunity 5.1.1 Enhance vetting, acquisition and access to software platforms/applications/data utilized across Student Affairs.	
Strategy	Person(s) Responsible
Review existing policies and processes for gaps and address with revisions or develop as needed.	SAIT and all departments

Objective 5.2 Promote a culture of assessment to inform decision-making and program effectiveness.

<i>Opportunity 5.2.1 Increase fidelity in implementation of Core Assessment.</i>	
Strategy	Person(s) Responsible
Formalize capacity for assessment by writing it into at least one person’s job description within each department.	SALT and Curricular Approach Steering Committee
<i>Opportunity 5.2.2 Identify opportunities for collaborative/shared assessment activities across departments to minimize survey overlap, student survey fatigue and staff workload.</i>	
Strategy	Person(s) Responsible
Utilize alternate assessment approaches to minimize frequency of student surveys.	SAAC

Objective 5.3 Prioritize and coordinate facility planning, maintenance and infrastructure to maximize resources in support of the Student Affairs mission.

<i>Opportunity 5.3.2 Implement strategies to advance UNC Student Affairs as a campus and national leader in sustainability practices for design and space management.</i>	
Strategy	Person(s) Responsible
Identify underutilized spaces and explore emerging trends and creative design solutions that can enhance underutilized indoor and outdoor spaces per the Facilities Master Plan.	Senior AVC for SA

IMPLEMENTATION TIMELINE STAGE THREE: JANUARY - DECEMBER 2024

Objective 1.2 Develop and enhance co-curricular learning and skill development for professional and graduate students.

<i>Opportunity 1.2.3 Differentiate services and programs for graduate and professional students from services and programs designed to serve undergraduates.</i>	
Strategy	Person(s) Responsible
Intentional marketing/communication of programmatic support for graduate/professional students.	SA Communications

Objective 2.1 Increase effectiveness of communication and marketing to ensure all key stakeholders remain informed of Student Affairs programs, services and resources.

<i>Opportunity 2.1.1 Improve collaboration with faculty and academic partners regarding opportunities within Student Affairs through effective communications, marketing, and relationship building.</i>	
Strategy	Person(s) Responsible
Map key Student Affairs learning opportunities to IDEAs in Action goals/outcomes, create summary chart/graphic and share broadly with Gen Ed faculty.	AVC for Student Engagement, SA Assessment and SLL
Leverage Student Affairs Council to develop statement communicating a campus philosophy on health, well-being and equity. Work with SAC to build/launch a branded campaign.	SA Communications

Objective 3.2 Enhance Diversity, Equity, and Inclusion (DEI) education for students and staff.

<i>Opportunity 3.2.1 Enhance on-going DEI education for Student Affairs staff.</i>	
Strategy	Person(s) Responsible
Create a funding source for training, such as REI groundwater training for SA staff.	SET

Objective 3.3 Increase physical, psychological and environmental safety for underserved populations.

<i>Opportunity 3.3.1 Clarify opportunities and secure additional funding for student basic needs resources across Student Affairs (e.g., Carolina Cupboard, Carolina Closet, emergency fund and other identified basic needs resources).</i>	
Strategy	Person(s) Responsible
Health and Well-being Leadership Group integrated approach to addressing basic needs security.	DOS and Health and Well-being group

Opportunity 3.3.3 Student Affairs departments will comply with philosophical and legal mandates by implementation of universal design practices and ADA standards (e.g., accommodation statements) in all programs and services.

Strategy	Person(s) Responsible
Identify assessment tool and conduct a UD/ADA audit of Student Affairs spaces and service delivery, and develop remediation plans where needed.	ARS and all departments

Objective 4.1 Develop and implement a cohesive approach to staff professional development.

Opportunity 4.1.1 Create clear opportunities or strategies for career support.

Strategy	Person(s) Responsible
Explore the creation of a funding source to support greater professional development within the division.	SET

Objective 4.2.a Nurture health and well-being of students.

Opportunity 4.2.a1 Center evidence-based theories and/or approaches that prioritize inclusivity and equitable access in implementing programs and services.

Strategy	Person(s) Responsible
Scale up peer-to-peer engagement coaching.	AVC for Student Engagement
Integrate goal identification and planning into all coaching/advising/student employment/learning opportunities.	AVC for Student Engagement

Objective 4.2.b Nurture health and well-being of staff.

Opportunity 4.2.b1 Adopt division-wide staff wellness principles and standards to support well-being, which prioritize inclusivity and equitable access to resources.

Strategy	Person(s) Responsible
Conduct an assessment to identify core services aligned with health and well-being and available financial and human resources.	SET

Objective 4.3 Create centralized and flexible student access to campus resources and services.

Opportunity 4.3.1 Develop cross-departmental collaboration around programming.

Strategy	Person(s) Responsible
Align programming with our educational goals, create scaffolded/coordinated pathways for students to achieve goals.	Curricular Approach Sub-committee

Opportunity 4.3.2 Research, identify gaps and make recommendations to consolidate, develop and deliver more responsive Student Affairs resources and services.

Strategy	Person(s) Responsible
Enhance physical and/or electronic resource hubs to facilitate easy access/reference for engagement and support (Virtual Information Desk).	SAIT

Objective 5.1 Increase efficiencies in administrative operations that support the Student Affairs mission.

Opportunity 5.1.1 Enhance vetting, acquisition and access to software platforms/applications/data utilized across Student Affairs.

Strategy	Person(s) Responsible
Create a SA Tech Committee to help identify technologies and create a committee to enhance in-person and virtual social connection, engagement and inclusion.	SAIT