

DIVISION OF STUDENT AFFAIRS

2008-2009 Retrospective / 2009-2010 Direction

The Division of Student Affairs (SA) established six (6) strategic priorities in fall 2006 in order to guide the Division's contribution to the accomplishment of the President's Priorities. The President's Priorities have since been modified into five (5) Planning Priorities. The SA strategic priorities remain applicable to the Planning Priorities and are the framework for this report.

Strategic Priority 1: Business, Operational Practices, and Facilities

(University Planning Priority: User-Friendly Business Practices)

Grounded in the philosophy of continuous quality improvement and guided by assessment data Student Affairs units will offer programs, services, and facilities that are student/client centered, effective and efficient, collaborative in nature, and responsive to organizational and legal constraints.

2008-2009 Retrospective

Three directions dominated efforts during the 2008-2009 academic year: review, revision, and documentation of business practices; improvement in the use technology including websites to deliver information and transact services; and, facilities improvements. Major accomplishments included

- Launching "Ask Matty" an on-line automated Q&A application that provides students with 24 hour/7 day a week access to an "advisor" (in collaboration with Academic Affairs)
- Identifying the reasons for the extensive lines at the Bayramian Service Counter during the first week of each semester and developing strategies to respond to those reasons (in collaboration with Academic Affairs and Administration and Finance)
- Completion of a new student residence hall (in collaboration with Admin. & Finance)
- Completion of the design of a new recreation center (in collaboration with Admin & Finance)
- Developing and deploying a web-based calendaring system for the campus
- Completing for the first time or revising operating manuals, documenting work-flow, and establishing operating standards in a number of departments.
- Developing a web portal for the Student HC that allows students to make online appointments for education and health care.

2009-2010 Direction

Four areas of emphasis will define divisional efforts during the 2009-2010 year:

1. Use of Technology

Continue development of e-Student Affairs web-based applications that provide easy of access to information, transactions, and learning opportunities.

2. Improve Communications

Assess, evaluate and revise communication materials and delivery methodology utilizing a marketing and public relations approach specifically targeted to the preferences of today's students.

3. Efficiency and Effectiveness

Develop and implement strategies to mitigate or minimize the impact of budget reductions while sustaining the core functions of each department.

4. Facilities Improvement and Development

Continue existing projects currently underway or in planning.

Strategic Priority 2: Enrollment Management, Retention and Advocacy

(University Planning Priority Student Engagement and Success)

Affirming our belief that each student admitted to Cal State Northridge has the potential and the full opportunity to succeed and guided by assessment data Student Affairs units will offer programs, services, and facilities that build a relationship between the student and the university; enhance student capacity for academic and personal achievement; and, assert student needs and expectations to others who contribute to student persistence and graduation.

2008-2009 Retrospective

Three directions dominated efforts during the 2008-2009 academic year: prospective and new student communication and marketing, new student transition and integration, and responding to Institutional Research reports on student retention. Major accomplishments included

- Improving the content and quality of communications and marketing materials to prospective students (with guidance from the Enrollment Management Committee and University Advancement)
- Linking Freshman Convocation with the Freshman Common Reading program (in collaboration with Academic First Year Programs)
- Redesigning the residential life program to create a more supportive environment for academic accomplishment including direct intervention with students at risk for EO665 exclusion
- Providing a division-wide resource fair (UMATTERdor) early in each semester to engage students and inform them of available Division resources that can promote academic success.

- Conducting a comprehensive review and restructuring of the International and Exchange Student Center administration of international student advisement and academic policy compliance
- Improving the living and learning environment within Student Housing by implementing a nightly gate closure and guest registration program that has dramatically reduced the number and seriousness of concerning incidents and disruptions caused by non-residents (In collaboration with Department of Public Safety).
- Developing a prospective/admitted student portal as a web 2.0 proof of concept project (in collaboration with Information Technology)

2009-2010 Direction

Two areas of emphasis will define divisional efforts during 2009-2010:

1. University Brand Management

Clarify and refine brand communication and expand integration of brand into department communications.

2. Targeted Interventions

Deploy service and programmatic resources to target known and suspected obstacles to persistence.

Strategic Priority 3: Maximizing Financial Resources

(University Planning Priority Resource Enhancement)

Student Affairs units will strive to supplement their general fund budgets through participation in division-based fundraising activity, solicitation of program sponsorships, implementation of fee for service options, grants and contracts, foundations, and other means as may become available.

2008 -2009 Retrospective

Major Accomplishments included

- Securing a \$10,000 donation from Citibank in support of the USU Life Skills Institute
- Negotiating a donation estimated to be approximately \$500,000 to provide fitness equipment for the new recreation center (in collaboration with University Advancement)
- Securing OTS Grant funding of \$68,000 to provide education to prevent injury and illness from overuse of alcohol and promote traffic safety.

- Initiating steps leading to the ability for the Student Health Center to bill insurance companies (in collaboration with a number of academic departments)
- Having a Student Life option added to the university fundraising mail solicitation pledge card
- Implementing a direct mail solicitation for donations to Student Affairs
- Successfully completing the cultivation of two bequests valued at \$500,000 each for scholarships (in collaboration with University Advancement)
- Increasing revenue from rental of residence hall accommodations during the summer
- Accessing in excess of \$300,000 through Campus Quality Fee funding
- Successful application for grants by COD/NCOD and by SOARS

2009-2010 Direction

Three areas of emphasis will define divisional efforts during 2009-2010;

1. Fundraising and Sponsorships

Redefine fundraising goals and strategies to target areas of greatest need.

2. External Funding Opportunities

Reframe programs and services in order to increase competitiveness for grants and contract.

3. Cost Sharing and Cost Mitigation

Seek out opportunities for collaborations which include cost sharing, including fees and charges; implement strategies to reduce routine and on-going expenses.

Strategic Priority 4: Staff Development and Well-Being

(No comparable University Planning Priority)

The capacity of the Division of Student Affairs to contribute to student and university success is directly linked to the capacity of the staff to perform at a high standard. Therefore, Student Affairs is committed to creating a work environment based upon clear and reasonable expectations, in which performance evaluation is constructive and developmental, that provides opportunities for continuing development of skills and abilities, that recognizes and expresses appreciation for the contributions of individuals and groups, and that encourages and facilitates physical, emotional, interpersonal, career, and spiritual well-being.

2008 – 2009 Retrospective

Major accomplishments included

- Recognition and appreciation events each semester
- Acknowledging each staff member's birthday

- Providing staff development and training opportunities

2009 – 2010 Direction

Three areas of emphasis will define division effort during 2009-2010:

1. Cultivate a strengths based organizational culture.
2. Increase staff access to and utilization of training and development opportunities.
3. Review and change as appropriate the role and function of the division Recognition and Appreciation Committee.

Strategic Priority 5: Student Learning and Development

(University Planning Priorities Student Engagement and Success and Academic Excellence)

Student Affairs departments will establish learning outcomes for their programs and services. These outcomes will, when appropriate, complement the outcomes established for General Education and contribute to student achievement of the University's outcomes desired for CSUN graduates. Assessment of learning outcomes will occur and the results used to guide program and service planning and budget decisions.

2008 – 2009 Retrospective

Four directions dominated efforts during the 2008-2009 academic year: achievement of program level outcomes, creating common learning outcomes and associated assessment rubrics, revision to policies and practices, and academic collaborations. Major achievements included

- Expanding the University Counseling Service ExCEL program
- Redesigning the residential life program to create greater emphasis on academic achievement
- Establishing tutoring programs through Center on Disabilities and the National Center on Deafness
- Completing the development of common learning outcomes and assessment rubrics
- Revising financial aid satisfactory academic progress policies and procedures to promote timely graduation (in collaboration with Undergraduate Studies)
- Participating in the University Assessment Committee development of the university's Fundamental Learning Competencies and aligning the common learning outcomes with the learning competencies
- Increasing efforts to promote financial literacy (in collaboration with Academic Affairs)

2009 – 2010 Direction

Departments will develop strategies to contribute to student accomplishment of the Student Affairs Common Learning Outcomes:

Common Learning Theme 1: Becoming Ones Own Person

Outcome 1: The student will make life choices that are congruent with his/her abilities, values, and beliefs.

Capability 1: Able to identify and apply values and beliefs.

Capability 2: Able to identify and demonstrate skills and abilities.

Outcome 2: The student will understand how his/her experience and history has shaped his/her values and beliefs (gender, race, ethnicity, socioeconomic status, sexual orientation, geographic, etc.)

Capability: Ability to identify and integrate culture(s) into self concept.

Outcome 3: The student will act without undue influence from others.

Capability 1: Ability to assert Self/Independence.

Capability 2: Sees themselves as a unique individual.

Outcome 4: The student has the ability to consider and evaluate multiple viewpoints and is able to modify those based on new knowledge and experiences.

Capability: Ability to recognize, evaluate, and incorporate others' viewpoints.

Common Learning Theme 2: Achieving Capacity for Mutually Supportive Relationships

Outcome 1: The student will recognize the value of interpersonal relationships.

Capability: Other focused.

Outcome 2: The student will use effective interpersonal communication skills.

Capability 1: Listening with empathy.

Capability 2: Conveying thoughts, feeling and information.

Capability 3: Showing respect.

Capability 4: Expressing and receiving support.

Outcome 3: The student will appropriately use e-technology in communicating with others.

Capability 1: Effective electronic communications.

Common Learning Theme 3: Demonstrating Social and Civic Responsibility

Outcome 1: A CSUN student will engage with and effectively function in a diverse society.

Capability 1: Knowledge of an attitude toward diversity.

Capability 2: Engaging diversity.

Outcome 2: A CSUN student will contribute to the well-being and benefit of others.

Capability 1: Knowledge of an attitude toward altruism.

Capability 2: Promoting altruistic behavior.

Outcome 3: A CSUN student will participate in the governance and function (operation) of a community.

Capability 1: Knowledge of an attitude toward civic engagement.

Capability 2: Demonstrating civic engagement.

Common Learning Theme 4: Utilizing Effective Thinking

Outcome 1: The student's way of thinking will evolve.

Capability: Multiple ways of thinking.

Outcome 2: The student can effectively articulate his/her thoughts and feelings.

Capability: Effective articulation.

Common Learning Theme 5: Applying Knowledge and Practical Competence

Outcome 1: The student will work effectively in teams.

Capability 1: Contributing to team functioning.

Capability 2: Task accomplishment

Capability 3: Valuing other team members.

Outcome 2: The student will adapt to and influence continuous change.

Capability 1: Idea acceptance: open to change.

Capability 2: Developing and implementing new methods.

Capability 3: Persuasive communication.

Outcome 3: The student will be able to navigate complex circumstances and transfer knowledge to new situations and contexts.

Capability 1: Analyzing and responding to situations.

Capability 2: Approach to context.

Capability 3: Using information or guidance.

Strategic Priority 6: Technology Advancement

(University Planning Priorities Student Engagement and Success, User-Friendly Business Practices)

Student Affairs will utilize technology to improve access to information, facilitate access to business processes from anywhere at any time, create opportunities for program and service delivery, and to engage students in learning opportunities

2008 – 2009 Retrospective

Three directions dominated efforts during the 2008-2009 academic year: web site improvements, development of new web-based applications, and providing technological support and services for other divisions. Major achievements included

- Completing Accessible Technology Initiative requirements
- Developing the applicant/admit portal as Web 2.0 proof of concept project (in collaboration with Information Technology)
- Developing an interactive campus map
- Developing a campus events calendar (in collaboration with University Advancement)
- Initiating programming for the Pathways Project
- Developing the technological capacity to produce web-based video
- Migrating University Student Union meeting services reservation processes to the web
- Migrating the Campus Quality Fee Funding Proposal process to the web

2009 – 2010 Direction

Areas of emphasis that will define division focus during 2009-2010:

1. Web site functionality.

Web analytics will be employed to evaluate and revise department's web sites in order to increase user ease and satisfaction.

2. Transition to Web 2.0

Deploy web development resources to incorporate Web 2.0 advancements into the student portals and department web pages.

3. Enhance Internal Functionality

Continue migrating business process to a web based format.