Division of Student Success and Support Services Strategic Priorities

Updated 2019

MISSION

Student Success and Support Services aims to develop curious, purpose-driven students with the courage to both contribute and lead in their communities. UB Student Success and Support Services creates an atmosphere of learning that promotes self-awareness, skill development, empowerment, and authorship among our students. Service-based learning, cultural conversations, recreational events, student organizations, and leadership development create more opportunities for practical application of knowledge. Through problem solving and self-reflection, students will discover the principles that will guide their lives beyond the university. Students will realize UB's commitment to "Knowledge that Works" through the fundamental application of learning in their careers and communities.

VISION

Student Success and Support Services envisions a campus where all students take a leadership role in the learning process, where a combination of experiences, relationships, and thoughtful inquiry helps them grow as scholars and community members.

VALUES

UB Student Success and Support Services believes in fostering an **inclusive** environment that values the diversity of all individuals and their capacity for **community** and democratic engagement.

In the evolving landscape of higher education, **innovation** and **collaboration** are essential to the work we do.

UB Student Success and Support Services models **integrity** and authenticity, and strives for **excellence** as exemplars at the university and in our fields.

As educators and mentors, UB Student Success and Support Services recognizes the transformational effect of **learning** and **development** for both ourselves and the scholars we support.

PRINCIPLES FOR STUDENT LEARNING

We are guided in this work by the following principles:

Consciousness and Self-authorship

UB students will better develop and discover themselves and their evolving capabilities through learning, experiential activities, and self-reflection.

Well-Being

UB students will experience wellness as a multi-dimensional aspect of living and learning.

Civic Agency

UB students will understand the importance of active engagement and their role in the development of their communities.

Global Citizenship

UB students will explore a variety of cultures and worldviews, and be able to think about events, both international and domestic, in the context of their daily lives.

Strategic Priority 1

Enhance student success through programmatic review, redesign, and innovation to support the recruitment, retention, and graduation of all UB students.

Objectives

1.1: In cooperation with Enrollment Services and Academic Affairs, select 5-7 key performance indicators to increase retention year to year, and progress toward graduation.

1.2: Implement a mandatory Orientation program for all first-year students at UB, which focuses on integration into the UB community.

1.3: Define the UB Experience with students, key academic partners, and UB community members.

1.4: Determine the appropriate scope of service for career development to fully advance career preparation for lifelong employment.

1.5: Define the Student Success model for an urban, commuter, non-traditional student population.

1.6: Develop student support services to address the diverse needs of our student body by promoting a holistic approach to personal development, wellness, and self-care.

Strategic Priority 2

Diversity and Inclusion: Support and enhance a dynamic community where the needs of all students at UB are paramount.

Objectives

2.1: Build successful initiatives in support of identity-based and under-represented groups.

2.2: Implement a cultural competence model across Student Success and Support Services and student-facing offices to further enhance the knowledge and skills of the UB community around issues of diversity, inclusion, and social justice.

2.3: Determine appropriate external grant opportunities available to support diversity and inclusion initiatives at UB, and partner with others in Academic Affairs in particular to secure grant funding for pilot programs and new ideas.

Strategic Priority 3

Enhancing Community: Enhance the development of the University of Baltimore identity through fostering traditions that connect students with the UB community, both online and the physical campus, as well as building a lifelong connection to the university.

Objectives

3.1: Strengthen student engagement through the creation of micro communities.

3.2: Identify and expand traditions that currently support strong UB identity and pride.

3.3: Partner with community resources and alumni groups that connect with identified student populations for mentoring and other forms of direct support.

3.4: Promote connections to the City of Baltimore to increase UB students identifying with and benefiting from the rich offerings of the greater Baltimore community.

Strategic Priority 4

Professional and Practical Competency: Create a culture of learning that focuses on the attainment of professional and practical competencies for students and professional staff.

Objectives

4.1: Develop a student competencies model based on the UB undergraduate learning goals, Learning Reconsidered (Keeling, et al., 2004), and the Student Leadership Competencies (Seemiller, 2013).

4.2: Create and implement a student employment model within Student Success and Support Services to provide leadership development, coaching, and mentoring, typical of other student leadership positions on campus.

4.3: Adopt the professional competencies developed by NASPA and ACPA for staff working in Student Success and Support Services and actively incorporate these into hiring, orientation, training and development, supervision, and evaluation of all professional staff.

4.4: Develop a strengths-based approach to help students cultivate a sense of self-efficacy and agency.

Strategic Priority 5

Align Division of Student Success and Support Services resources (budget, personnel, and space) in the most efficient and effective way to support the strategic priorities and specific program objectives identified.

Objectives

5.1: Review and revise departmental budgets based on the program objectives that directly relate to divisional strategic priorities.

5.2: Review and revise organizational structure based on program objectives that directly relate to divisional strategic priorities.

5.3: Develop short-term and long-term plans for technology utilization, including hardware and software.

5.4: Design short-term and long-term solutions for space issues, with the goal of co-locating many student life and student support services in one location within five years.

5.5: Partner with Academic Affairs units and Institutional Advancement to determine opportunities for external support through fundraising and targeted grant initiatives.