UNIVERSITY OF NEBRASKA - LINCOLN

STUDENT AFFAIRS

STRATEGIC PLAN

2021-2026
Student Affairs at the University of Nebraska-Lincoln is comprised of 25 units with more than 700 staff members and 1,500 student employees. Actively contributing to the academic mission of the university, Student Affairs is dedicated to enhancing the personal, professional, and academic development and safety needs of all students. We strive to ensure that every student not only succeeds but thrives in the collegiate environment and develops the necessary skillset for beyond college.
OUR MISSION

Through partnerships with campus and external stakeholders, Student Affairs designs and implements purposeful programs, resources, and services to contribute to and enhance the university’s educational mission. Our work cultivates student success through engagement, well-being and a commitment to diversity.

OUR VISION

We envision a future where every student stretches their unique strengths through deep and engaged learning while building meaningful relationships to co-create their Nebraska experience.

OUR VALUES

These serve as guiding principles in daily operations and interactions.

Collaborate: We initiate campus partnerships that advance student learning, maximize resources and facilitate civic engagement.

Connect: We promote a sense of belonging through our programs, words and behaviors, and model advocacy and social justice in all our actions.

Cultivate: We nurture growth, learning and well-being in a campus environment that encourages kindness, offers support, honors compassion, builds relationships and connects faculty, staff, and students.

Include: We foster diverse, accessible and caring communities that promote full and equal participation and respect each individual’s personal stories.

Innovate: We seek new and creative solutions to challenges facing our campus and community.

Lead: We provide inclusive leadership opportunities that are challenging and rewarding, fostering the development of ethical, responsible, and collaborative leaders.
**STRATEGIC PRIORITIES**

1. Create transformative experiences and communities that contribute to retention and student success.
2. Collaborate with campus and community partners to promote a culture of health, resilience and well-being.
3. Promote diversity, equity and inclusion throughout Student Affairs.
4. Lead through creative and innovative use of fiscal and human resources.

**STRATEGIC GOALS**

1. Establish and enhance programs and initiatives to improve student access, retention, engagement, persistence, and completion.
2. Collaborate with campus and community partners to promote a culture of health, resilience and well-being.
3. Foster a culture that promotes diversity, equity and inclusion through belonging and engagement.
4. Invest in a sustainable infrastructure that advances the work of Student Affairs.
5. Commit to the professional development, engagement and retention of Student Affairs staff at all levels.
6. Demonstrate and communicate Student Affairs’ impact on the UNL student experience.
PREFACE

This plan defines goals and objectives for Student Affairs at the University of Nebraska-Lincoln from 2021 through 2026 to demonstrate our commitment to serving current and future students. Recognizing that a strategic plan must be nimble to meet unforeseen needs, Student Affairs leadership will review this framework annually to assess, continuously improve and establish ongoing tactical goals for the division and its units. It is expected that units will find meaningful ways to apply their shared goals and integrate this plan into their daily operations.

The following terminology should help guide in the understanding of this plan:

Goals Our goals are broad, overarching, directional statements that guide our focus and help to prioritize resource allocation. These will remain constant through the planning period.

Objectives Our objectives can be short or long-term in nature and help define what we will accomplish.

Strategies Our strategies are the specific actions that are measurable in nature and individually contribute toward our greater array of student and developmental outcomes.
2021-2026 GOALS & OBJECTIVES

GOAL ONE

Establish and enhance programs and initiatives to improve student access, retention, engagement, persistence, and completion.

The university is committed to enrolling, retaining and graduating students in a timely manner who are prepared to be successful in their chosen field, impacting the state, the nation and our world. Student Affairs designs and implements purposeful programs, resources and services to enhance the university’s educational mission. Our work cultivates student success through engagement – whether on campus or beyond – which develops a sense of belonging, inclusiveness and cohesiveness.

1. Increase affordability of a Nebraska Education.
2. Increase community engagement of students as reflected in N2025 Strategic Plan.
3. Expand leadership development opportunities for students.
4. Explore and implement holistic practices that provide opportunities for students to learn from their mistakes and demonstrate a commitment to change.
5. Increase engagement and support resources to address equity gaps for underserved and nontraditional students.
6. Increase college access programs and outreach, particularly for underrepresented students, in partnership with academic units and colleges.
7. Increase support resources targeted to transfer students to ensure their academic success and retention.
8. Provide intentional opportunities for emeriti faculty and alumni to connect and interact with current students.
9. Design and implement a division-wide curriculum to identify student learning goals that are aligned with our mission, values and strategic priorities.

This goal supports the N2025 Strategic Plan by offering innovative student experiences that prepare graduates to be life-long learners and contributors to the workforce in Nebraska and around the world.
GOAL TWO

Collaborate with campus and community partners to promote a culture of health, resilience and well-being.

Creating and supporting a healthy campus environment that promotes and strengthens students’ health and well-being is key to meeting our campus goals for student success. The link between health, wellness, well-being and academic performance cannot be ignored. Students who are physically healthy and active, who have lower levels of psychological distress, and who feel connected to the campus are more satisfied with their college experience, are more likely to stay in school, have higher GPAs, and tend to graduate on time.

1. Help students manage non-academic responsibilities that impact academic success.
2. Expand mental health outreach programs and services to fill unmet needs of the campus community and underserved populations.
3. Cultivate a campus culture of sexual misconduct prevention.
4. Support activities that help students build active and well-balanced lives.
5. Provide a process and resource for all members of the university community to recognize, report and respond to campus climate and bias related incidents.
6. Expand programs and services that encourage delayed consumption and low-risk alcohol use.
7. Expand and support a robust suicide prevention program.
8. Strengthen support for students in recovery from alcohol and drug addiction through the development of a campus-based recovery program.

This goal supports the N2025 Strategic Plan by offering innovative student experiences that prepare graduates to be life-long learners as well as by creating a climate at Nebraska that emphasizes, prioritizes and expands inclusive excellence and diversity.
2021-2026 GOALS & OBJECTIVES

GOAL THREE

Foster a culture that promotes diversity, equity and inclusion through belonging and engagement.

Student Affairs strives to create an environment where students feel welcomed and valued. We are committed to addressing racist policies and long-standing practices that perpetuate inequities on our campus. To improve ourselves and the community we create, we are committed to listening, supporting and advocating for what is right to confront racism and to promote racial justice, inclusion and equity.

1. Address systemic racism issues by cultivating an environment of inclusivity and respect in which all students can access opportunities that offer a holistic and complete Husker experience.

2. Increase students’ sense of belonging and mattering on campus.

3. Identify and close equity gaps in student access of programs and resources.

4. Deliver a consistent commitment to diversity, equity and inclusion through communications across the division.

5. Establish ongoing conversations around racial justice, diversity, equity and inclusion.

6. Recognize, share and promote individual and unit achievements in the areas of diversity, equity and inclusion.

7. Cultivate a supportive campus environment by increasing staff members’ abilities to build capacity for diversity, equity and inclusion.

This goal supports the N2025 Strategic Plan by creating a climate at Nebraska that emphasizes, prioritizes and expands inclusive excellence and diversity.
Invest in a sustainable infrastructure that advances the work of Student Affairs.

Student Affairs is dedicated to being good stewards of our financial and human resources in order to serve students efficiently and effectively. We will continue to explore new and innovative approaches to finance programs and initiatives. We will continue efforts to maximize shared services (technology, marketing, business operations, assessment, etc.) to provide units with the resources needed to provide quality programs, facilities, activities, and services for students.

1. Develop and maintain cutting-edge facilities that enhance the student experience.
2. Demonstrate responsible resource allocations that support the division’s priorities and strategic plan.
3. Develop a centralized fundraising plan for Student Affairs.
4. Advocate for additional funding for programs and services that are disproportionally underfunded from other sources.
5. Identify opportunities to create and enhance income streams through Student Affairs programs.

By investing in a sustainable infrastructure, this goal supports the core aims of the N2025 Strategic Plan.
Commit to the professional development, engagement and retention of Student Affairs staff at all levels.

Our staff are committed educators who seek to enhance the learning and development of our students while also attending to their own development. We will invest in the people who work in Student Affairs by providing opportunities for personal and professional growth.

1. Design and implement a dynamic division-wide, curriculum-based, professional development program to prepare and support staff to enhance student success most effectively.

2. Develop and implement a new staff onboarding and orientation program for anyone new to Student Affairs.

3. Establish a Student Affairs Leadership Institute to create directed leadership development opportunities for new, mid-level and senior professionals.

4. Require Individual Development Plans (IDPs) that identify and assess future developmental needs as part of the annual review process.

5. Increase opportunities for cross-functional staff collaborations that advance the mission of Student Affairs.

6. Recognize and reward staff professional development accomplishments.

7. Increase employee involvement in local, state, and national professional and civic organizations.

This goal supports the N2025 Strategic Plan by prioritizing participation and professional development for all Nebraska students, staff and faculty.
Continuous evaluation, reinvention and outreach is critical to developing and sustaining partnerships, recognizing programmatic achievements and providing accolades for student success. Recognizing that students develop not only intellectually during their time at Nebraska, but also physically, socially and emotionally, Student Affairs serves as a critical partner in connecting learning to life. We prepare students to positively impact their communities through bold and inclusive actions.

1. Develop and implement a division-wide assessment plan to demonstrate how Student Affairs maximizes resources and amplifies student and staff learning.

2. Increase use of existing data to for data-driven decision making and to gain greater insight into critical aspects of student life.

3. Coordinate a regularly scheduled program review process that drives continuous improvement through student development, services and program delivery across all units.

4. Research and implement an integrated communication platform to increase efficiencies and align with an optimal student experience.

5. Form an Alumni Advisory group of past student leaders to foster active partnerships, advise Student Affairs leaders and engage alumni in key initiatives.

6. Increase knowledge within the campus community for Student Affairs’ programs, services and expertise.

7. Cultivate intentional and regular communications for Student Affairs’ advocates.

By demonstrating the impact of Student Affairs as a whole, this goal supports the core aims of the N2025 Strategic Plan and will show how every person and every interaction matters.
As a division, Student Affairs includes 25 units/program areas, each of which has a specific purpose and strategic goals that guide their programs, services, and assessment. While each unit is unique, contributing to the academic mission of the university is central to their purpose, including student retention, success, and completion.

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<tr>
<th><strong>STUDENT AFFAIRS UNITS: WHO WE ARE</strong></th>
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<td><strong>Business Services</strong></td>
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<td><strong>Counseling and Psychological Services (CAPS)</strong></td>
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**Nebraska College Preparatory Academy**

An innovative college access program that prepares first generation and low-income students to achieve personal and academic success.

**Nebraska Unions**

Provides high-quality facilities that support engagement throughout the University community. (Operations for Nebraska Union, Nebraska East Union, Jackie Gaughan Multicultural Center; Coordinates event services.)

**Residential Experience**

Provide educational services and experiences guided by the Nebraska Residential Experience. The goal is to develop engaging communities where residents can have transformational experiences, connect to campus resources and create relationships.

**Services for Students with Disabilities**

Facilitate equal and integrated access to the academic, social, cultural and recreational programs offered at the university and to foster independent decision-making skills necessary to achieve personal and academic success.

**Student Advocacy and Support**

Collaborates with campus and community partners to support the safety, health, and well-being of students experiencing personal hardships and/or health-related concerns or emergencies.

**Student Conduct & Community Standards**

Supports the University community through investigation and administration of violations of the Student Code of Conduct.

**Student Leadership, Involvement, & Community Engagement**

Provides support for Recognized Student Organizations and leadership, involvement, democratic engagement and service opportunities.

**Student Legal Services**

Offers free legal advice and/or representation to registered UNL students.

**TRIO**

Federal outreach and student services programs designed to identify and provide services to eligible students from disadvantaged backgrounds enrolled in select Lincoln Public Middle and High schools, and undergraduates from all majors and degrees at the university.

**University Health Center**

Through a partnership with Nebraska Medicine, the clinic offers quality health services for UNL students.

**University Housing**

Provides high-quality, well-maintained housing options to support students in their educational goals.

**University Program Council**

Known as UPC Nebraska, this student organization provides diverse, educational and entertaining programs to the university community to enhance the student experience.

**Women’s Center**

Provides resources for students with children and students of all genders while promoting sexual health and advocating for gender equity.
OUR EDUCATIONAL PRIORITY

Huskers will positively transform their communities through bold and inclusive actions.

LEARNING GOALS

LEAD
Huskers will change the future by embracing big, bold ideas, accepting challenges, and inspiring positive change.

LEARN
Huskers will seek broader viewpoints, actively reflect, and apply learning to solve complex problems.

INCLUDE
Huskers will embrace inclusion to strengthen and build communities centered on belonging.

ENGAGE
Huskers will engage with their communities and embrace holistic well-being.