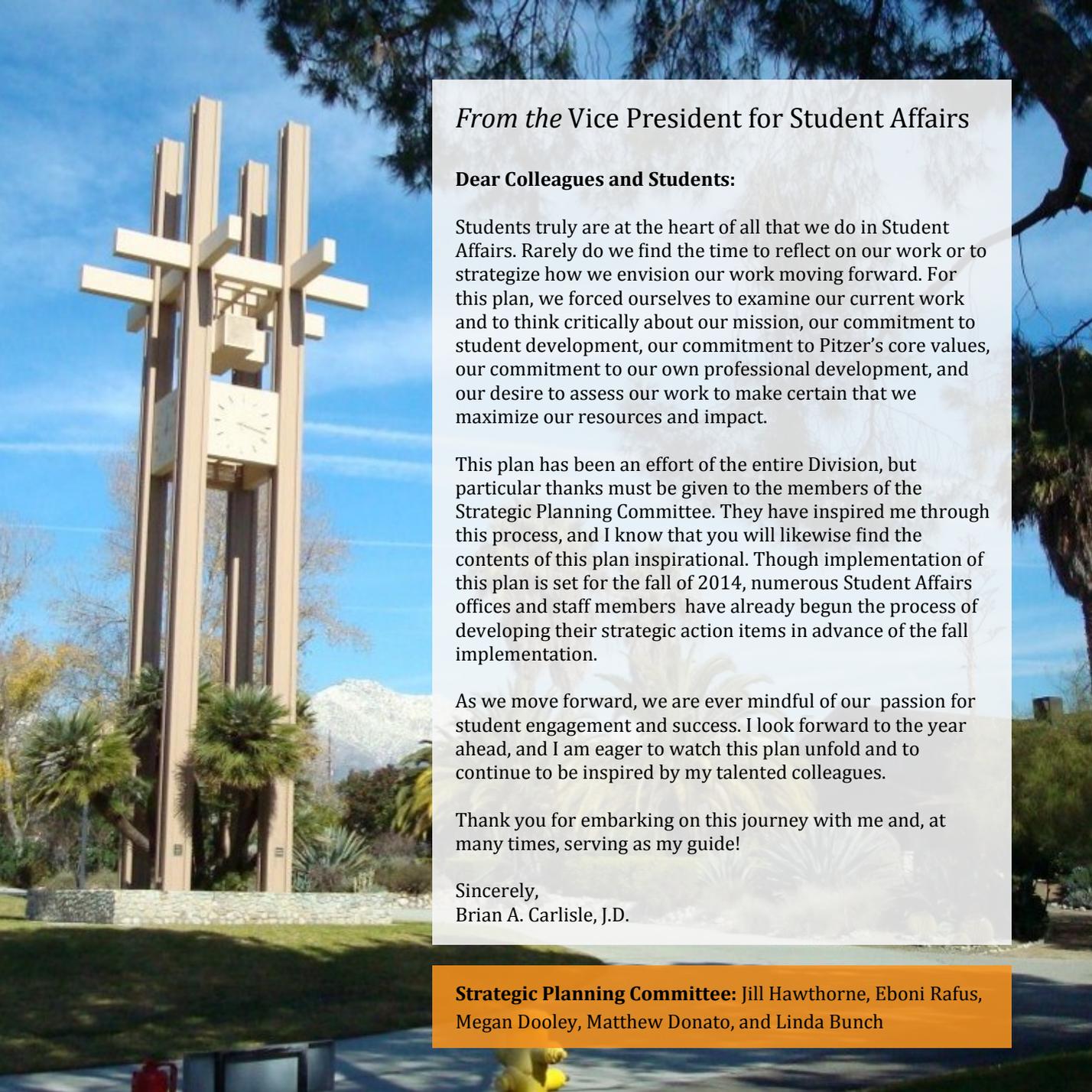


STUDENT AFFAIRS

2014 – 2017 Strategic Plan



PITZER
COLLEGE



From the Vice President for Student Affairs

Dear Colleagues and Students:

Students truly are at the heart of all that we do in Student Affairs. Rarely do we find the time to reflect on our work or to strategize how we envision our work moving forward. For this plan, we forced ourselves to examine our current work and to think critically about our mission, our commitment to student development, our commitment to Pitzer's core values, our commitment to our own professional development, and our desire to assess our work to make certain that we maximize our resources and impact.

This plan has been an effort of the entire Division, but particular thanks must be given to the members of the Strategic Planning Committee. They have inspired me through this process, and I know that you will likewise find the contents of this plan inspirational. Though implementation of this plan is set for the fall of 2014, numerous Student Affairs offices and staff members have already begun the process of developing their strategic action items in advance of the fall implementation.

As we move forward, we are ever mindful of our passion for student engagement and success. I look forward to the year ahead, and I am eager to watch this plan unfold and to continue to be inspired by my talented colleagues.

Thank you for embarking on this journey with me and, at many times, serving as my guide!

Sincerely,
Brian A. Carlisle, J.D.

Strategic Planning Committee: Jill Hawthorne, Eboni Rafus, Megan Dooley, Matthew Donato, and Linda Bunch

INTRODUCTION

Ernest Boyer's Principles of Community¹ provide the theoretical framework for our strategic planning initiatives. Student Affairs ties the practical work in which we engage to the theory Boyer illustrates in the essential elements of a college community. Boyer's principles help define the kind of community Student Affairs strives to create at Pitzer.

EDUCATIONALLY PURPOSEFUL

A college is a place where faculty and students share academic goals and strengthen teaching and learning on campus.

OPEN

A college is a place where freedom of expression is protected and civility is powerfully affirmed.

JUST

A college is a place where the sacredness of each person is honored and where diversity is aggressively pursued.

DISCIPLINED

A college is a place where individuals accept their obligations to the group and where well defined governance procedures guide behavior for the common good.

CARING

A college is a place where the well-being of each member is sensitively supported and where service to others is encouraged.

CELEBRATIVE

A college is a place where the heritage of the institution is remembered and where rituals affirming both tradition and change are shared.

¹ Boyer, Ernest. (1990). *Campus Life: In Search of Community*. The Carnegie Foundation for the Advancement of Teaching. Princeton, NJ: Princeton University Press.



STUDENT AFFAIRS MISSION

Through the intentional development of programs and services, Student Affairs supports and challenges students to celebrate and advance Pitzer's core values.

OUR COMMITMENT TO STUDENT DEVELOPMENT

Student Affairs is committed to helping students grow and develop as whole persons. We have adopted living/learning outcomes that we strive to cultivate in each of our students. The skills, values and knowledge students acquire through our programs are essential to enable them to act effectively in key life areas.

The living/learning outcomes we cultivate include:

LEADERSHIP AND CITIZENSHIP

The ability to be interpersonally effective in a way that serves others, advances the common good, and empowers others to take on leadership roles.

This involves being able to positively influence and direct groups of people; motivate, manage and define goals; be empathetic to the needs of others; and demonstrate a commitment to community.

COMMUNITY & SOCIAL JUSTICE

The ability to collaborate with diverse community members to build healthy and just communities. This requires being mindful of the ways in which we may have privilege or power, how global and institutional change starts with local and personal actions, and creating safe spaces for marginalized people and ideas.

SELF EFFICACY

The ability to care for and develop oneself intellectually, physically, spiritually, and emotionally. The ability to make positive choices, engage in self reflection, advocate for oneself, discern appropriate life goals, and pursue them effectively.

IDENTITY & VALUES

The ability to connect one's life to a larger context of meaning. The ability to articulate personal beliefs and translate them into ethically consistent life choices.

STRATEGIC THEMES

This Strategic Plan, the result of a collaborative effort by all Student Affairs staff members, is a working document that will guide our decisions, including financial and program planning. It will also be used as an assessment tool to enhance the services and programs of Student Affairs. The Student Affairs Strategic Plan is comprised of four themes:

Theme I: Cultivate It!

We will focus on the organizational health of our division by inspiring innovation and engaging in on-going professional development.

Student Affairs is at every touch-point of the academic experience through its daily multifaceted presence in the life of each student. For this reason, we encourage creativity and growth at all levels. As a staff, we will develop, improve and enrich our knowledge and expertise so that both our words and our actions are at the highest level of professionalism while promoting best-practices in all areas. Continuing education, conference and professional association participation and leadership, and other growth opportunities will be encouraged.

Theme II: Connect It!

We will proactively seek out and cultivate collaborative partnerships both on and off campus.

Whether it is bringing students together to form communities within the residence halls, complementing their academic interests by engaging them in extra-curricular activities and student organizations, or helping to match students to internships and jobs after graduation, creating connections for our students is at the heart of what we do.

The Office of Student Affairs will strive to strengthen our relationships with our academic partners as well as other student services on campus. Furthermore, we will seek out strategic partnerships across the Claremont University Consortium as well as external constituents that will aid us in advancing and celebrating Pitzer's core values.



STRATEGIC THEMES CONTINUED

Theme III: Prove It!

We will assess our programs and services to ensure we achieve our learning outcomes.

Assessment is a critical tool for Student Affairs to employ in deciding on new programs to launch, garnering and allocating appropriate resources for the Division, developing and meeting student learning outcomes, and ensuring our ongoing accreditation. Student Affairs will use both quantitative and qualitative measures to comprehensively evaluate our programs and services. We will look beyond the mere collection and aggregation of data to discern trends, identify patterns, and gain insights that can guide our decisions to improve our support of Pitzer students. We will seek to continually prove that our work adds value to the Pitzer student experience.

Theme IV: Own It!

We will empower students to be leaders who contribute to the community and help shape their Pitzer experience.

Pitzer was founded with the idea that students should play a major role in designing and creating the college. New students build upon, change and re-imagine what students, faculty and staff created at Pitzer before they arrived. Because the student experience is constantly evolving we aim to provide a fluid space for students to enhance campus life in partnership with our staff. We honor our students' abilities to create community and are committed to providing them with the leadership skills needed to put their ideas into action.



IMPLEMENTATION, MONITORING, AND EVALUATION

Each area director will work with colleagues to develop objectives and plan action items for each year of the strategic plan. The action items identified under each theme will be assigned to designated Student Affairs staff members for the development of implementation plans. These staff members will be expected to develop implementation plans that foster collaboration and synergy between departments. The area director will be responsible for monitoring and evaluating the progress of the implementation of the action items and incorporating said evaluation in an annual report.

Three cross-cutting considerations are integral to this Strategic Plan and the achievement of its goals and action items.

SYNERGY Student Affairs must achieve and maintain an appropriate synergy between student development programs and services provided on a campus-wide basis to ensure that the needs of all students are addressed and that key initiatives are pursued successfully.

RESOURCES Student Affairs must streamline its business practices and marshal scarce resources in a manner that values and nurtures Student Affairs staff and enhances their capabilities. This must be accomplished while assuring that critical new initiatives and necessary capital projects proceed and that sufficient resources are directed toward achievement of Student Affairs' strategic themes and the related action items.

COMMUNICATION Student Affairs must provide for effective, ongoing communication and outreach within the campus community and to key external constituencies to secure full understanding of and support for achievement of Student Affairs strategic themes and related action items.

Student Affairs will regularly evaluate its services, student outcomes, and resource allocations for consistency with the mission and goals stated in this Strategic Plan and the priorities and objectives of the College. Special attention will be given to implementing the plan in ways that are attentive to the needs of both new and continuing students.

The Vice President for Student Affairs will be responsible for monitoring activities in relation to this Strategic Plan. Progress and shortcomings will be assessed, documented and communicated on an annual basis. Student Affairs will develop a new Plan in 2016-2017 for the period 2017-2020.

