

# Division of Student Affairs

STRATEGIC PLAN | 2026-2031

*“Igniting Opportunities to Champion Student Success”*



## Mission

The Division of Student Affairs champions holistic student development, promotes meaningful engagement, and cultivates lasting commitment to traditions, public affairs, and lifelong learning.

## Vision

The Division of Student Affairs will be champions for student success by creating opportunities, both inside and outside the classroom, for civic responsibility, pathways for personal wellness and career development, community involvement and leading public affairs engagement.

## Values

Our five core values provide guidance for how we treat each other and those we serve, help inform decision-making, and represent what we revere as we work to achieve our mission and vision so that all can experience:

1. **Connectedness** — We foster positive interpersonal relationships, collaborate with others, and work together to better serve students.
2. **Respect** — We strive for a campus where all are valued and treated with respect. We celebrate the understanding and appreciation of our similarities and differences with a welcoming and embracing attitude.
3. **Integrity** — We approach our work in a professional and ethical manner, provide individualized services, apply best practices, and promote a culture of excellence and accountability for University success.
4. **Lifelong Learning** — We model and inspire a commitment to lifelong learning with the students we serve. Our approach is holistic and includes supporting their academic, social, and personal development.
5. **Passion** — We believe a vibrant passion for serving students is critical for both student and divisional success.

## **Goal 1: Strengthen Student Affairs' Role in Recruitment and Retention**

- 1.1 Support university retention efforts with programs, activities and services that promote a sense of belonging and inclusivity.
  - 1.2 Define and demonstrate the role that departments and staff play in recruitment and/or retention efforts.
  - 1.3 Increase the number of students participating in campus programs and activities annually.
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## **Goal 2: Promote Student Well-Being and University Belonging**

- 2.1 Engage strategically with campus partners to improve sense of belonging, as measured in the Ruffalo Noel Levitz (RNL) student satisfaction survey being implemented through Missouri State's "Igniting Opportunity" Strategic Plan.
  - 2.2 Facilitate opportunities for students to grow their knowledge of the dimensions of wellness.
  - 2.3 Promote the integration of the Public Affairs mission, including the three pillars, into the work within each department through increased education and participation in Public Affairs focused activities
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## **Goal 3: Foster Student Learning, Engagement, and Involvement**

- 3.1 Create alignment within divisional programming with the DOSA student learning domains, as demonstrated in the annual departmental report.
  - 3.2 Promote and provide career readiness pathways and professional development opportunities by connecting students with practicums, internships, and student employment in the campus and Springfield communities.
  - 3.3 Use student engagement data, to identify barriers to campus and community engagement that can directly impact student success and retention.
  - 3.4 Use storytelling via marketing materials, blogs and social media to draw connections to student programs, activities and services to community engagement, ethical leadership and cultural competence.
  - 3.5 Support usage of the co-curricular transcript through BearLink to track student involvement and leadership.
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## **Goal 4: Enhance Student Affairs Staff Engagement and Development**

- 4.1 Promote and support professional development opportunities to encourage staff participation, growth and development.
  - 4.2 Promote staff wellness and belonging initiatives.
  - 4.3 Foster an inclusive environment to attract and retain staff by supporting participation in divisional and university-based initiatives.
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## **Goal 5: Streamline Operations and Enhance Technology to Support Effectiveness**

- 5.1 Provide formal education and training on appropriate AI and technology for job function.
- 5.2 Standardize data collection and usage across the division.
- 5.3 Partner with Institutional Effectiveness for accurate data reporting for continuous improvement and future planning.