The 2015-2017 Strategic Plan

Division of Student Affairs

San Diego State University

Office of the Vice President

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Introduction

The primary purpose of this document is to clarify the strategic goals and plans for the SDSU Division of Student Affairs from 2015 to 2017. The Strategic Plan consists of three main sections. The first section includes the Mission and Vision statements that form the foundation of this plan (developed during the 2013 strategic planning process).

The second section includes a list of the SMART goals that will represent the focus of the Division's activities over the next two years. The last section includes comprehensive action plans that describe the specific steps, key participants and completion dates needed to achieve each goal.

DSA Mission Statement

The Division of Student Affairs is a partner in the university learning community. Education is enhanced, both inside and outside of the classroom, through high-impact programs and services that advance student learning, development and success.

The Division facilitates the academic success, personal growth and well-being of all students. Student Affairs transitions and connects students to the university and to their future, building communities that foster progress toward degree completion and lifelong Aztec affinity.

DSA Vision Statement

The Division of Student Affairs facilitates the personal growth, welfare, intellectual development, academic achievement and career success of each individual student by:

➢ **Fostering** a campus culture that encourages each student to pursue excellence and articulate his or her own goals;

➢ **Creating** environments that leverage our rich diversity to maximize the success of students, faculty, staff and administrators through intentional integrative experiences;

➢ **Enhancing** the learning environment and expanding learning opportunities for all students inside and outside the classroom;

➢ **Developing** leaders who believe in and lead others toward supporting civility, mutual respect and diversity in our society and workplaces;

➢ **Expanding** and connecting opportunities for students to participate in transformational experiences;

➢ **Building** and expanding the human, technological, fiscal and physical resources that support the growth and development of student affairs.

The 2015-17 SMART Goals

4 Strategic Focus Areas

Continue to:

1. Enhance and develop transformational educational experiences for our students.

2. Leverage SDSU's rich diversity to maximize the success of all of our students.

3. Build communities and strengthen connections that support the personal and academic success of our students.

4. Identify creative approaches to support the academic success of at-risk students.

STRATEGIC PROGRAMMATIC GOALS

1.   By May 15, 2016, the Division of Student Affairs, in collaboration with Academic Affairs, will revise, assess, and implement a plan for the recruitment of underrepresented students with a focus on African American and Native American students, as demonstrated by increasing the May 2015 intent to enroll numbers by 10% for each targeted group.

2.   By September 1, 2015, the Division of Student Affairs, in collaboration with Academic Affairs, will assess, revise, and implement a plan for the retention of underrepresented students with a focus on African American and Native American students, as demonstrated by evaluating the effect of the "Aztec Scholars" and the "Elymash Yuuchaap" retention initiative on Freshman to Sophomore year continuation rates, average number of units earned, average GPA and academic probation rates.

3.   By December 18, 2015, the Office of Financial Aid and Scholarships (OFAS), in collaboration with the campus Commuter Center, Career Services and EOP will enhance and integrate the process for assisting commuter students to find Federal Work-Study (FWS) jobs as demonstrated by a 10% increase (to 63%) in the number of commuter students working on campus through the Federal Work-Study program.

4. By June 1, 2016, Student Affairs Communications Services, in collaboration with Career Services and the Alumni Association, will expand and complete a comprehensive, year-long campaign of the Aztecs Hiring Aztecs! (AHA!) initiative, as demonstrated by a 5% increase in reported full-time job placements at graduation from 42% (585) in spring 2015 to 47% (615) in spring 2016, based on the self-reported senior salary survey (1,425 responses).

5. By May 27, 2016, Career Services, in collaboration with the Office of Alumni Engagement and Student Affairs Technology Services, will implement a new online management system to increase student/alumni pairings in the Aztec Mentor Program, as demonstrated by increasing mentor pairings by 20% from 830 in 2014-2015 to 1,000 in 2015-2016.

6. By February 1, 2016, the Center for Intercultural Relations, in collaboration with Career Services, EOP, and the Alumni Center, will pilot a career mentoring program for 35 first generation and low income students, to assist in career planning and networking skills in their career field of interest, as demonstrated by increasing the targeted group's participation in the Aztec Mentor Program by 20% from 170 to 205.

7. By May 31, 2016, Student Life and Leadership and the Center For Intercultural Relations, in collaboration with the National Conflict Resolution Center, will train 800 student leaders in Student Organization Conflict and Identity Awareness and evaluate the training based on an increase in participation at the One SDSU Community programs from 6,000 to 7,000 attendees.

8. By May 31, 2016, the Office of Student Life and Leadership, in collaboration with the Office of Advising and Evaluations and the Assistant Deans for Student Affairs, will have engaged 500 second year at-risk commuter students in an academically based peer mentoring program to support their academic success, as demonstrated by evaluating the effect of the peer mentoring program on Sophomore to Junior year continuation rates, total number of units earned, average GPA, academic probation rates and academic disqualification rates.

9. By December 1, 2015, the Division of Student Affairs in collaboration with campus and community partners will implement the plan for the Women's Resource Center (WRC) as demonstrated by the opening of the WRC.

10. By June 14, 2016, The Office of Student Life and Leadership in collaboration with Enrollment Services, Undergraduate Studies and the Testing Services, will increase learning community offerings for commuter, college and non-college ready freshmen students, as demonstrated by increased enrollment from 450 in 2014-15 to 1080 students in commuter learning community packages in 2015-2016.

CRITICAL SUPPORT GOALS

11. By July 1, 2015, the Office of Financial Aid and Scholarships (OFAS), in collaboration with Student Account Services, Enrollment Services, Technology Services and the Office of the Registrar, will implement the Cashier-Hold Policy to improve coordination, minimizing cashier holds and enabling students who have cashier holds to register to continue with their degree as demonstrated by the reduction of overall cashier holds placed on student accounts.

12. By August 31, 2015, Student Affairs Technology Services, in collaboration with the Office of Financial Aid & Scholarships, will develop and implement an on-line application for the Student Success Fee hardship appeal process as demonstrated by the ability for students to complete the appeal process online for the 2015-16 academic year.

13. By August 1, 2015, Student Affairs Communications Services, in collaboration with the Office of Financial Aid & Scholarships, will develop a communication plan to notify students of the new online application for the Student Success Fee hardship appeal process available for the 2015-16 academic year, as demonstrated by the approval and adoption of the plan by the Office of the Vice President for Student Affairs.

14. By October 31, 2015, Student Affairs Technology Services, in collaboration with the Office of Financial Aid and Scholarships and the Economic Crisis Response Team (ECRT), will develop and implement an online Campus Crisis Response system as demonstrated by the ability of students to submit request for support, and by the ability for OFAS and ECRT members to monitor and track students who face an unforeseen economic crisis.

15. By October 15, 2015, Student Affairs Communications Services, in collaboration with the Office of Financial Aid and Scholarships and the Economic Crisis Response Team (ECRT), will develop a communication plan to notify students of the online campus crisis response system, as demonstrated by the approval and adoption of the plan by the Office of the Vice President for Student Affairs.

16. By May 5, 2016, Career Services in collaboration with Student Affairs Technology Services will implement an online internship system to increase the number of postings and student internship placements as demonstrated by an increase of SDSU student internship placements by 10% (281) from 2811 in 2014-2015 to 3,092 in 2015–2016.

17. By May 5, 2016, Student Affairs Communications Services, in collaboration with Student Life and Leadership, the College of Education and Associated Students, will develop and implement a communication strategy to introduce and engage students in the Leadership Minor as demonstrated by the enrollment of an additional 60 students in minor courses in 2015-16.

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Action Plan for SMART Goal #1 – Vitaliano Figueroa/Antionette Marbray

By May 15, 2016, the Division of Student Affairs, in collaboration with Academic Affairs, will revise, assess, and implement a plan for the recruitment of underrepresented students with a focus on African American and Native American students, as demonstrated by increasing the May 2015 intent to enroll numbers by 10% for each targeted group.

Action	Key Person(s)	Complete By
Review and assess the components of the previous Recruitment Plan.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren, Sandra Cook, Sandra T-V	July 15, 2015
Assess previous Recruitment Plan performance.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	July 22, 2015
Identify the current internal and external issues impacting recruitment for African American and Native American students.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren, Sandra Cook, Sandra T-V	August 1, 2015
Review committee membership and campus partners, and make changes as needed.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	August 15, 2015
Revise and update the Recruitment Plan.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	September 15, 2015
Implement the Recruitment Plan.	Vitaliano Figueroa, Antionette Marbray	October 1, 2015

Evaluate the updated Recruitment Plan.	Vitaliano Figueroa, Antionette Marbray, Rey Monzon	May 15, 2016

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Action Plan for SMART Goal #2 – Vitaliano Figueroa/Antionette Marbray

By September 1, 2015, the Division of Student Affairs, in collaboration with Academic Affairs, will assess, revise, and implement a plan for the retention of underrepresented students with a focus on African American and Native American students, as demonstrated by evaluating the effect of the "Aztec Scholars" and the "Elymash Yuuchaap" retention initiative on Freshman to Sophomore year continuation rates, average number of units earned, average GPA and academic probation rates.

Action	Key Person(s)	Complete By
Review and assess the components of the previous Retention Plan.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren, Sandra Cook, Sandra T-V, Christy Quiogue, Rey Monzon	July 15, 2015
Assess previous Retention Plan performance.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	July 15, 2015
Identify the current internal and external issues impacting retention for African American and Native American students.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren, Sandra Cook, Sandra T-V	August 1, 2015
Review committee membership and campus partners, and make changes as needed.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	August 1, 2015
Revise and update the Retention Plan.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	August 15, 2015

Implement the updated Retention Plan.	Vitaliano Figueroa, Antionette Marbray, Beverly Warren	September 1, 2015
Evaluate the Retention Plan.	Vitaliano Figueroa, Antionette Marbray, Rey Monzon	February 28, 2016 (First semester GPA, units earned, academic probation rates) September 30, 2016 (Total units earned, average GPA, average probation rates, continuation rates)

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Action Plan for SMART Goal #3 – Tony Chung

By December 18, 2015, the Office of Financial Aid and Scholarships (OFAS), in collaboration with the campus Commuter Center, Career Services and EOP will enhance and integrate the process for assisting commuter students to find Federal Work-Study (FWS) jobs as demonstrated by a 10% increase (to 63%) in the number of commuter students working on campus through the Federal Work-Study program.

Action	Key Person (s)	Complete by
Select FWS Committee.	Rose Pasenelli, James Tarbox, Kim Lamke Calderon, Beverly Warren, Dr. Randy Timm	July 1, 2015
Review and assess current FWS processes (student and departmental).	Rose Pasenelli, James Tarbox, Kim Lamke Calderon, Beverly Warren, Dr. Randy Timm, FWS Committee	July 30, 2015
Hire a Graduate Assistant to assist with student outreach.	Rose Pasenelli, James Tarbox, Kim Lamke Calderon, Beverly Warren, Dr. Randy Timm, FWS Committee	July 30, 2015
Develop a communication plan that will be used to reach out to students with FWS.	Rose Pasenelli, James Tarbox, Kim Lamke Calderon, Beverly Warren, Dr. Randy Timm, FWS Committee	August 1, 2015
Develop workshop material that will be used for FWS campus presentations. The workshops will detail the process for finding open FWS jobs, scheduling interviews and how to complete the required employment documents to begin working.	Rose Pasenelli, James Tarbox, Kim Lamke Calderon, Beverly Warren, Dr. Randy Timm, FWS Committee	August 1, 2015

Develop an automated process to help campus departments identity commuter students eligible for FWS and utilize FWS funding before using student assistant funding.	Rose Pasenelli, Ananth Padmanabham	August 1, 2015
Implement a training program for campus FWS coordinators to utilize new reports to hire commuter students.	Rose Pasenelli, Ashley Goggins, Graduate Assistant	August 15, 2015
Promote FWS job fairs. These fairs would allow on campus employers the opportunity to promote their positions and meet with students all in one day.	Rose Pasenelli, Ashley Goggins, Graduate Assistant	August 30, 2015
Survey students who have a FWS award after census to see why they have not secured a FWS job.	Rose Pasenelli, Rey Monzon	October 1, 2015
Review and assess progress.	Rose Pasenelli, James Tarbox, Kim Lamke Calderon, Beverly Warren, Dr. Randy Timm, FWS Committee	December 1, 2015
Provide assessment report to VPSA's Office.	Rose Pasenelli	December 18, 2015

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Action Plan for SMART Goal #4 – Tony Chung/Antionette Marbray

By June 1, 2016, Student Affairs Communications Services, in collaboration with Career Services and the Alumni Association, will expand and complete a comprehensive, year-long campaign of the Aztecs Hiring Aztecs! (AHA!) initiative, as demonstrated by a 5% increase in reported full-time job placements at graduation from 42% (585) in spring 2015 to 47% (615) in spring 2016, based on the self-reported senior salary survey (1,425 responses).

Action	Key Person(s)	Complete By
Review existing AHA initiative communication plan and goals.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick	June 30, 2015
Conduct a resource needs analysis.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick	July 15, 2015
Identify partners to assist with campaign implementation.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick	July 21, 2015
Identify members of campaign collaboration team.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick	July 21, 2015
Review current campaign and draft expansion campaign.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Campaign Collaboration Team	August 14, 2015

Develop a timeline for campaign implementation.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Campaign Collaboration Team	August 21, 2015
Review draft campaign and timeline.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Campaign Collaboration Team	September 7, 2015
Finalize plan and begin implementation.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Campaign Collaboration Team	September 23, 2015
Evaluate initial campaign effectiveness.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Rey Monzon, Campaign Collaboration Team	January 20, 2016
Make modifications to campaign, if necessary.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Campaign Collaboration Team	February 12, 2016
Measure plan effectiveness using salary survey data.	Kimberly Lamke Calderon, James Tarbox, Jim Herrick, Rey Monzon, Campaign Collaboration Team	June 1, 2016

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Action Plan for SMART Goal #5 – Antionette Marbray/Tony Chung

By May 27, 2016, Career Services, in collaboration with the Office of Alumni Engagement and Student Affairs Technology Services, will implement a new online management system to increase student/alumni pairings in the Aztec Mentor Program, as demonstrated by increasing mentor pairings by 20% from 830 in 2014-2015 to 1,000 in 2015-2016.

Action	Key Person(s)	Complete By
Complete the auto-import of SIMS-R data to Symplicity.	James Tarbox, Ananth Padmanabham	July 10, 2015
Complete an outreach strategy to parents to encourage student participation in AMP for Fall 2015.	James Tarbox, Michelle Guerra, Jim Herrick, Kimberly Lamke Calderon	July 17, 2015
Collaborate with University Relations and Development to facilitate outreach to Regional Councils to promote mentor enrollment for Fall 2015 and Spring 2016.	James Tarbox, Jim Herrick, Amy Harmon, Career Opportunities Manager	July 24, 2015
Complete a pilot program to review the capacities and challenges of using MutualForce to host the Aztec Mentor Program.	James Tarbox, Ananth Padmanabham	August 7, 2015

Enhance tools and resources available on Symplicity/MutualForce, which allows for mentor training and mentor activities.	James Tarbox, Ananth Padmanabham, Jim Herrick	August 21, 2015
Determine if a pilot program with targeted populations can be launched for Fall semester 2015. ***	James Tarbox, Tony Chung, Antionette Marbray, Ananth Padmanabham	August 21, 2015
Match 575 mentor/student pairs.	James Tarbox, Ananth Padmanabham, Jim Herrick	October 9, 2015
Provide a summary report of AMP registration for Fall 2015 to the Office of the VPSA.	James Tarbox, Ananth Padmanabham, Rey Monzon, Jim Herrick	October 23, 2015
Finalize AMP Registration Schedule for Spring semester 2016.	James Tarbox, Ananth Padmanabham, Jim Herrick	October 30, 2015
Implement outreach strategy for Spring 2016.	James Tarbox, Michelle Guerra, Jim Herrick, Kimberly Lamke Calderon	Jan. 9, 2016
Match 450 mentor/student pairs.	James Tarbox, Ananth Padmanabham, Jim Herrick	March 6, 2016

Provide Summary report to Office of VPSA.	James Tarbox, Ananth Padmanabham, Rey Monzon, Jim Herrick	May 5, 2016
Send AMP program summary to student and alumni/professional participants.	James Tarbox, Jim Herrick	May 27, 2016

***If additional mentor programs are piloted, separate planning will occur. Mentor/student pairs information will be combined within the reports/updates provided to Student Affairs.

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Action Plan for SMART Goal #6 – Christy Samarkos/Antionette Marbray

By April 15, 2016, the Center for Intercultural Relations, in collaboration with Career Services, EOP, and the Alumni Center, will pilot a career mentoring program for 35 first generation and low income students, to assist in career planning and networking skills in their career field of interest, as demonstrated by increasing the targeted group's participation in the Aztec Mentor Program by 20% from 170 to 205.

Action	Key Person(s)	Complete By
Complete best practices research on culturally-based career mentoring programs.	Christy Quiogue, Erika Perez	June 30, 2015
Identify campus programs and student organizations to recruit participants.	Christy Quiogue, Randy Timm, Beverly Warren, Assistant Deans	July 1, 2015
Develop specialized sessions and implementation timeline.	Christy Quiogue, James Tarbox, Beverly Warren	August 1, 2015
Develop a communication plan regarding program recruitment.	Christy Quiogue, Kim Calderon, Beverly Warren, James Tarbox	August 15, 2015
Recruit 35 students for pilot program.	Christy Quiogue, Beverly Warren, James Tarbox	August 24, 2015

Begin specialized sessions for 35 students in pilot program.	Christy Quiogue, Teresa Perales	October 1, 2015
Identify employers and alumni with Diversity & Inclusion Programs.	Christy Quiogue, James Tarbox, Diane Marin, Kristi Kelly	October 31, 2015
Recruit alumni and employers to match with students in pilot program.	Christy Quiogue, James Tarbox, Jim Herrick	November 30, 2015
Pre-match alumni and mentee's from pilot program.	Christy Quiogue, James Tarbox	January 15, 2016
Enroll 35 students in AMP program.	Christy Quiogue, James Tarbox	February 1, 2016
Propose assessment methodologies for pilot program activities.	Christy Quiogue, Rey Monzon, James Tarbox, Beverly Warren	April 15, 2016

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Action Plan for SMART Goal #7 – Christy Samarkos

By May 31, 2016, Student Life and Leadership and the Center For Intercultural Relations, in collaboration with the National Conflict Resolution Center, will train 800 student leaders in Student Organization Conflict and Identity Awareness and evaluate the training based on an increase in participation at the One SDSU Community programs from 6,000 to 7,000 attendees.

Action	Key Person(s)	Complete By
Approve proposed 2015-16 One SDSU programs.	Christy Quiogue, Randy Timm, Christy Samarkos, Christina Brown	June 15, 2015
Develop program and testing RED ID Tracking Plan.	Freddie Sanchez, Yousef Abraham, Caryl Montero-Adams, Samantha Llanos (Garcia)	June 19, 2015
Review edited curriculum for Student Organization Conflict and Identity Awareness training (SOCIA).	Randy Timm, Lisa Maxwell, Christy Quiogue	June 25, 2015
Identify and confirm intersectional events planned by other groups to collaborate with One SDSU programs.	Randy Timm, Christy Quiogue	July 1, 2015
Develop student poll regarding session dates for Fall 2015.	Randy Timm, Caryl Montero-Adams	July 9, 2015
Review post-post results and suggest edits.	Christy Samarkos, Randy Timm, Rey Monzon, Christy Quiogue	July 9, 2015

Revise assessment constructs with curriculum outcomes.	Randy Timm, Lisa Maxwell, Christy Quiogue, Rey Monzon	July 9, 2015
Distribute all One SDSU community marketing materials and campus program schedule.	Kim Calderon, Christy Quiogue, Randy Timm	July 9, 2015
Create test survey and run control groups model.	Randy Timm, Rey Monzon & Christy Quiogue	July 23, 2015
Develop and send campus & community marketing email with calendar schedule.	Christy Quiogue & Kim Calderon	August 6, 2015
Implement new assessment model.	Randy Timm, Rey Monzon & Christy Quiogue	August 13, 2015
Poll students for spring session dates.	Randy Timm & Caryl Montero-Adams	November 1, 2015
Review fall pre-post data.	Randy Timm, Rey Monzon & Christy Quiogue	November 1, 2015
Finalize Spring One SDSU community program calendar and marketing plan.	Randy Timm, Christy Quiogue	November 1, 2015
Calendar and begin post-post 2015-16 survey.	Randy Timm, Rey Monzon & Christy Quiogue	December 1, 2015

Complete 20 One SDSU community programs for Fall Semester with 3500 participants.	Randy Timm, Christy Quiogue	December 1, 2015
Complete 20 One SDSU community programs for Spring Semester with 3500 participants.	Randy Timm, Christy Quiogue	May 1, 2016
Compare 2014 to 2015 pre-post assessment and begin recommendation for 2016.	Randy Timm, Rey Monzon & Christy Quiogue	May 31, 2016

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Action Plan for SMART Goal #8 – Christy Samarkos

By May 31, 2016, the Office of Student Life and Leadership, in collaboration with the Office of Advising and Evaluations and the Assistant Deans for Student Affairs, will have engaged 500 second year at-risk commuter students in an academically based peer mentoring program to support their academic success, as demonstrated by evaluating the effect of the peer mentoring program on Sophomore to Junior year continuation rates, total number of units earned, average GPA, academic probation rates and academic disqualification rates.

Action	Key Person(s)	Complete By
Define the population to serve.	Randy Timm, Sandi Williams, Rey Monzon, & Rose Pasenelli,	June 23, 2015
Create program framework.	Randy Timm, Sandi Williams, Rey Monzon & Rose Pasenelli	July 17, 2015
Create job description for two Student Affairs assistantships.	Randy Timm & Sandi Williams	July 22, 2015
Create summer communications plans (newsletter, social media, email, flyers to home address).	Randy Timm & Kim Calderon	July 27, 2015
Post and recruit two Student Affairs assistants.	Randy Timm & Sandi Williams	July 27, 2015

Post for mentoring positions for 50 junior & senior mentors.	Randy Timm	July 30, 2015
Create database of identified students and begin personal phone calls & emails (using new software in CS).	Randy Timm, Ananth Padmanabhan, Sandi Williams, James Tarbox, Rose Pasenelli	July 30, 2015
Solidify mentoring curriculum & pre-test/post-test.	Randy Timm, Assistant Deans, Sandi Williams & Rey Monzon	August 15, 2015
Hire two Student Affairs assistants.	Randy Timm & Sandi Williams	August 15, 2015
Complete hiring and training of 50 mentors.	Randy Timm & Sandi Williams	September 15, 2015
Facilitate kick-off celebration.	Randy Timm, Assistant Deans and Sandi Williams	October 1, 2015
Implement mentoring, communication, mentor lesson and assessment plans.	Randy Timm, Assistant Deans, Sandi Williams, & Rey Monzon	October 1, 2015
Intrusive advising & grade checks.	Sandi Williams & Randy Timm	November 1, & December 1, 2015
Intrusive advising mid-year academic probation and retention.	Sandi Williams, Randy Timm, & Rey Monzon	January 15, 2016

Mid-year mentor training refresher.	Randy Timm	January 22, 2016
Fall student success report.	Randy Timm & Rey Monzon	January 30, 2016
Intrusive advising & grade checks.	Randy Timm & Sandi Williams	March 1, April 1 & May 1, 2016
End of year student success report.	Randy Timm & Rey Monzon	May 31, 2016

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Action Plan for SMART Goal #9 – Christy Samarkos

By December 1, 2015, the Division of Student Affairs in collaboration with campus and community partners will implement the plan for the Women's Resource Center (WRC) as demonstrated by the opening of the WRC.

Action	Key Person(s)	Complete By
Hire WRC Coordinator.	Christy Samarkos	June 1, 2015
Identify the elements of the WRC Plan (e.g., facilities, programs, assessment).	Christy Samarkos, Jessica Nare	July 15, 2015
Identify a program model for the WRC.	Christy Samarkos, Jessica Nare	August 15, 2015
Develop an implementation timeline.	Christy Samarkos, Jessica Nare	September 1, 2015
Facilitate WRC soft opening.	Christy Samarkos, Jessica Nare	September, 1, 2015
Write the WRC Plan.	Christy Samarkos, Jessica Nare	September 15, 2015
Facilitate renovation of WRC facility.	Christy Samarkos, Bob Schultz, Jessica Nare, Linda Lewiston, Jeff Brown, Terry Taylor	November 1, 2015

Facilitate WRC grand opening.	Christy Samarkos, Jessica Nare	December 1, 2015

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Action Plan for SMART Goal #10 – Christy Samarkos

By June 14, 2016, The Office of Student Life and Leadership in collaboration with Enrollment Services, Undergraduate Studies and the Testing Services, will increase learning community offerings for commuter, college and non-college ready freshmen students, as demonstrated by increased enrollment from 450 in 2014-15 to 1080 students in commuter learning community packages in 2015-2016.

Action	Key Person(s)	Complete By
Communication plan implemented with receptions & online class preferences completed.	Melissa Gonzalez, Janet Abbott, Randy Timm	June 14, 2015
Analyze student records and complete batch-load of students into course packages.	Janet Abbott, Melissa Gonzalez, Rayanne Williams, Randy Timm, Tony Chung	July 7, 2015
Develop Omnibus Assessment Tool & Programmatic Assessment Surveys.	Rey Monzon, Emilio Ulloa, Randy Timm	July 9, 2015
Implement daily LC support teams in orientation computer lab.	Randy Timm, Michelle Guerra, Kara Bauer, Janet Abbott	July 16, 2015
Supplemental instructor, freshmen seminar and academic mentor trainings.	Randy Timm, Robyn Adams	August 21, 2015

In College Shape seminar.	Randy Timm, Robyn Adams	August 17-19, 2015
Census data report (enrollment number updates).	Janet Abbott, Randy Timm, Rey Monzon	September 30, 2015
Develop and propose 2016 learning communities.	Randy Timm, Sandi Williams, Janet Abbott, Janet Castro	November 30, 2015
Review and refine 2015 communication plan to prepare 2016 plan.	Randy Timm, Sandi Williams, Janet Abbott, Michelle Guerra	February 1, 2016
Begin new communication and CLC implementation plan.	Randy Timm, Sandi Williams, Janet Abbott, Michelle Guerra	March 1, 2016
Identify students for the 2016 CLC's and continue communication.	Randy Timm, Melissa Gonzalez, Janet Abbott	May 7, 2016
Communication plan implemented with receptions & online class preferences completed.	Melissa Gonzalez	June 14, 2016

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Action Plan for SMART Goal #11 – Tony Chung

By July 1, 2015, the Office of Financial Aid and Scholarships (OFAS), in collaboration with Student Account Services, Enrollment Services, Technology Services and the Office of the Registrar, will implement the Cashier-Hold Policy to improve coordination, minimizing cashier holds and enabling students who have cashier holds to register to continue with their degree as demonstrated by the reduction of overall cashier holds placed on student accounts.

Action	Key Person (s)	Complete by
Hire an SSPII dedicated to work with students, one-on-one, who have cashier's holds and/or may be experiencing unexpected financial hardship.	Rose Pasenelli	June 1, 2015
Hire a Graduate Assistant to assist with student outreach with regards to cashier's holds.	Rose Pasenelli, Catherine Crahan	June 12, 2015
Develop an automated process for OFAS to receive student information regarding cashier's holds from Student Account Services.	Rose Pasenelli, Catherine Crahan, T'Ante Sims, Ananth Padmanabham	June 26, 2015
Develop messaging within the system that will be used to reach out to students with cashier's holds.	Rose Pasenelli, Catherine Crahan, T'Ante Sims, Ananth Padmanabham	July 1, 2015

Conduct a thorough review of the new Cashier-Hold Policy.	Rose Pasenelli, Catherine Crahan, Kim Riley, T'Ante Sims, Ananth Padmanabham, Sandra TV, Rayanne Williams	July 2, 2015
Document procedures used to assist students with cashier holds and support the Cashier-Hold Policy.	Rose Pasenelli, Catherine Crahan, Kim Riley, T'Ante Sims, Ananth Padmanabham	July 30, 2015
Construct timeline to develop and implement a structured financial literacy program that benefits all students, not just students with cashier's holds.	Rose Pasenelli, Catherine Crahan, T'Ante Sims, Sandra TV, Rayanne Williams	July 30, 2015
Facilitate a student resource need analysis to identify unrestricted funding for the future for the program.	Rose Pasenelli, Catherine Crahan, Colleen Connif, Development	August 1, 2015
Develop structured system processes that will be used to inform the VPs and the President of the progress of clearing cashier's holds for students to continue their education.	Rose Pasenelli, Catherine Crahan, Ananth Padmanabham	October 1, 2015
Provide completed assessment report to VPSA's Office.	Rose Pasenelli, Catherine Crahan, Ananth Padmanabham	December 18, 2015

SDSU Division of Student Affairs

Action Plan for SMART Goal #12 – Tony Chung

By August 31, 2015, Student Affairs Technology Services, in collaboration with the Office of Financial Aid & Scholarships, will develop and implement an on-line application for the Student Success Fee hardship appeal process as demonstrated by the ability for students to complete the appeal process online for the 2015-16 academic year.

Action	Key Person(s)	Complete By
Select Implementation Committee.	Ananth Padmanabham & Rose Pasenelli	June 15, 2015
Establish an automated application, tracking and notification process.	Ananth Padmanabham & Rose Pasenelli	August 1, 2015
Develop notifications for students to track the status of their appeal using AidLink.	Ananth Padmanabham & Rose Pasenelli	August 1, 2015
Establish a Student Success Fee Hardship Appeals Committee.	Tony Chung, Rose Pasenelli	August 1, 2015
Develop the systems processes to track applications within Ss6i system.	Ananth Padmanabham & Rose Pasenelli	August 1, 2015
Develop a campus communication plan that will be used to inform students of the appeal process.	Rose Pasanelli, Ananth Padmanabham & Kim Calderon	August 1, 2015

Develop tracking reports that will be generated when student appeals are processed.	Ananth Padmanabham & Rose Pasenelli	August 15, 2015
Develop automated communication notifications for the Success Fee Hardship Appeals Committee through Ss6i.	Rose Pasanelli, Ananth Padmanabham, Kim Calderon, Eric Hansen	August 15, 2015
Provide assessment report to VPSA's Office.	Ananth Padmanabham & Rose Pasenelli	August 31, 2015

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Action Plan for SMART Goal #13 – Tony Chung

By August 1, 2015, Student Affairs Communications Services, in collaboration with the Office of Financial Aid & Scholarships, will develop a communication plan to notify students of the new online application for the Student Success Fee hardship appeal process available for the 2015-16 academic year, as demonstrated by the approval and adoption of the plan by the Office of the Vice President for Student Affairs.

Action	Key Person(s)	Complete By
Verify information to be communicated via the plan.	Kimberly Lamke Calderon, Rose Pasenelli, Ananth Padmanabham	June 15, 2015
Conduct a resource needs analysis.	Kimberly Lamke Calderon, Rose Pasenelli, Ananth Padmanabham	June 24, 2015
Identify partners to assist with plan implementation.	Kimberly Lamke Calderon, Rose Pasenelli, Ananth Padmanabham	July 1, 2015
Draft communication plan.	Kimberly Lamke Calderon	July 14, 2015
Develop a timeline for the plan implementation.	Kimberly Lamke Calderon, Rose Pasenelli, Ananth Padmanabham	July 21, 2015

Review communication plan draft and implementation timeline.	Kimberly Lamke Calderon, Rose Pasenelli, Ananth Padmanabham	July 24, 2015
Deliver completed plan to the VPSA office.	Kimberly Lamke Calderon	August 1, 2015

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Action Plan for SMART Goal #14 – Tony Chung

By October 31, 2015, Student Affairs Technology Services, in collaboration with the Office of Financial Aid and Scholarships and the Economic Crisis Response Team (ECRT), will develop and implement an online Campus Crisis Response system as demonstrated by the ability of students to submit request for support, and by the ability for OFAS and ECRT members to monitor and track students who face an unforeseen economic crisis.

Action	Key Person(s)	Complete By
Select Implementation Committee.	Ananth Padmanabham, Rose Pasanelli, Kim Calderon, Eric Hansen, Jen Rikard	June 15, 2015
Determine parameters around student hardship and provide student eligibility criteria for this online system.	Ananth Padmanabham, Rose Pasanelli, Kim Calderon, Eric Hansen, Jen Rikard	July 1, 2015
Scope the project to develop the system.	Rose Pasenelli, Ananth Padmanabham	August 1, 2015
Develop automated communication notifications for OFAS & ECRT members to track the students' requests.	Rose Pasenelli, Ananth Padmanabham	Sep 15, 2015
Provide assessment report to VPSA's Office.	Rose Pasanelli, Ananth Padmanabham	October 31, 2015

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Action Plan for SMART Goal #15 – Tony Chung

By October 15, 2015, Student Affairs Communications Services, in collaboration with the Office of Financial Aid and Scholarships and the Economic Crisis Response Team (ECRT), will develop a communication plan to notify students of the online campus crisis response system, as demonstrated by the approval and adoption of the plan by the Office of the Vice President for Student Affairs.

Action	Key Person(s)	Complete By
Identify partners to collaborate with for plan.	Kimberly Lamke Calderon, Beth Chee, Mallory Black, Tyler Aguilar	July 2, 2015
Conduct a resource needs analysis.	Kimberly Lamke Calderon	July 16, 2015
Draft the plan.	Kimberly Lamke Calderon, Mallory Black	July 30, 2015
Develop timeline for communication plan implementation.	Kimberly Lamke Calderon, Beth Chee, Mallory Black, Tyler Aguilar, Ben Eisenstein	September 15, 2015
Review and edit the draft plan.	Kimberly Lamke Calderon, Beth Chee, Mallory Black, Tyler Aguilar, Ben Eisenstein, Rose Pasenelli, Ananth Padmanabham	October 1, 2015
Deliver finalized plan to the VPSA office.	Kimberly Lamke Calderon	October 15, 2015

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Action Plan for SMART Goal #16 – Antionette Marbray/Tony Chung

By May 5, 2016, Career Services in collaboration with Student Affairs Technology Services will implement an online internship system to increase the number of postings and student internship placements as demonstrated by an increase of SDSU student internship placements by 10% (281) from 2811 in 2014-2015 to 3,092 in 2015–2016.

Action	Key Person(s)	Complete By
Review three current survey systems (on-campus programs, i-footnote and employer placement) to assess how data collected from these systems can be used to generate ongoing reports of internship placements.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	July 17, 2015
Pilot updates of the three surveys and the data collection/reporting system to assess use in Fall semester 2015.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	Aug. 14, 2015
Conduct three surveys during Fall semester 2015 with the goal of having monthly internship placement reports to Student Affairs.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	Oct. 2, 2015 Nov. 6, 2015 Dec. 4, 2015
Review and integrate any survey system/data collection updates into the Internship Placement reporting process.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	Jan. 8, 2016

Pilot a system to provide Student Affairs weekly internship placement reports.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	Jan. 22, 2015
Provide Student Affairs weekly updates regarding internship placements.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	Weekly Feb. 19 – April 29, 2016
Provide Office of the VPSA Internship Placement Summary for 2015–16.	James Tarbox, Ananth Padmanabham, Process Subcommittee of the Campus Internship Working Group (CIWG)	May 5, 2016

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Action Plan for SMART Goal #17 – Christy Samarkos/Tony Chung

By May 5, 2016, Student Affairs Communications Services, in collaboration with Student Life and Leadership, the College of Education and Associated Students, will develop and implement a communication strategy to introduce and engage students in the Leadership Minor as demonstrated by the enrollment of an additional 60 students in minor courses in 2015-16.

Action	Key Person(s)	Complete By
Identify members of a communication plan collaboration committee.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	July 7, 2015
Determine the main emphasis areas for the communication plan.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	August 1, 2015
Identify partners to collaborate with for plan implementation.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	August 14, 2015
Conduct a resource needs analysis.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	August 28, 2015
Draft the plan.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	September 16, 2015
Develop timeline for communication plan implementation.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	September 23, 2015

Review and edit the draft plan.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	October 7, 2015
Deliver completed plan to the VPSA office.	Kimberly Lamke Calderon	October 19, 2015
Begin plan implementation.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani	October 26, 2015
Measure effectiveness of plan.	Kimberly Lamke Calderon, Randy Timm, Marilee Bresciani, Rey Monzon	May 5, 2016