

The background of the cover is a grayscale aerial photograph of the University of Nebraska - Lincoln campus. In the foreground, a prominent white clock tower with a domed roof is visible on the left. The middle ground shows various university buildings, including a large, multi-story brick building with a central entrance. The background features a dense line of trees and more distant campus structures under a sky with scattered clouds.

UNIVERSITY OF NEBRASKA - LINCOLN

# ***STUDENT AFFAIRS*** ***STRATEGIC PLAN***

---

**2021-2026**

---

SPRING 2023 VERSION





OUR MISSION .....	3
OUR VISION .....	3
OUR VALUES .....	3
STRATEGIC PRIORITIES .....	4
STRATEGIC GOALS .....	4
PREFACE.....	5
2021-2026 GOALS AND OBJECTIVES .....	6-11
STUDENT AFFAIRS UNITS: WHO WE ARE.....	12-13

*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.

The objectives originally outlined in 2021 were reviewed and modified in 2023. The changes reflect additional prioritization, alignment with work being done internal and external to the division, and reframing a small number of objectives as strategies. This document reflects all changes.



## 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 periodically to assess, continuously improve and establish ongoing tactical goals for the division and its units. A review in 2023 resulted in modifications to the objectives to reflect additional prioritization, align with work being done internal and external to the division and reframe some objectives as strategies. 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.



### 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 through intentional programs and effective use of resources.
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, nontraditional, and transfer students.
6. Design, develop, and implement intentional learning programs and opportunities to support student success.

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. Build campus capacity for sexual misconduct prevention.
4. Support activities that help students build active and well-balanced lives.
5. Develop and enhance programs and services that address high-risk drug and alcohol use.
6. Expand and support a robust suicide prevention 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**.





### 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 at-risk students' sense of belonging and mattering on campus.
3. Identify and close access and equity gaps in Student Affairs' programs and resources.
4. Deliver a consistent commitment to diversity, equity and inclusion through communications.
5. 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**.





### GOAL FOUR

*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. Identify and implement on-going efficiencies to avoid some or all required increases (salaries, benefits, utilities).
3. Identify opportunities to create and enhance income streams through Student Affairs.
4. Ensure consistent and strategic investment in Student Affairs staff.

By investing in a **sustainable infrastructure**, this goal supports the core aims of the N2025 Strategic Plan.





### GOAL FIVE

*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. Provide ongoing, curriculum-based professional development opportunities to prepare and support staff to enhance student success.
2. Provide a consistent onboarding experience for all staff new to Student Affairs.
3. Increase opportunities for cross-functional staff collaborations that advance the mission of Student Affairs.
4. Recognize and reward staff professional development accomplishments.

This goal supports the N2025 Strategic Plan by **prioritizing participation and professional development** for all Nebraska students, staff and faculty.





### GOAL SIX

*Demonstrate and communicate Student Affairs' impact on the UNL student experience.*

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 assessment capacity across Student Affairs that 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. Increase knowledge within the campus community for Student Affairs' programs, services and expertise.
4. Develop an intentional and comprehensive communications plan to provide guidance for internal and external communication.

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.***





## STUDENT AFFAIRS UNITS: WHO WE ARE

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.

<b><i>Association of Students of the University of Nebraska (ASUN)</i></b>	The student government body at UNL which includes elected student leaders and administrative support staff.
<b><i>Big Red Resilience and Well-Being (BRRWB)</i></b>	Provides well-being initiatives for students (well-being coaching, financial coaching, suicide prevention, alcohol and other drug prevention, and bystander intervention).
<b><i>Business Services</i></b>	Provides accounting, budget, HR, and IT support for all of Student Affairs.
<b><i>Campus Recreation</i></b>	Provides excellent recreation program, services, and facilities to promote the educational experience and lifelong wellness.
<b><i>Counseling and Psychological Services (CAPS)</i></b>	Provide quality mental health services that meet the needs of a diverse student body by providing a safe, welcoming and affirming environment during students' educational journey.
<b><i>Center for Advocacy, Response, &amp; Education (CARE)</i></b>	Provide advocacy and support for students, faculty and staff who have experienced sexual assault, domestic/dating violence, stalking, harassment and other crimes.
<b><i>Children's Center</i></b>	Provides high-quality childcare services to the University community. Nearly 90% of the families are faculty/staff.
<b><i>Daily Nebraskan</i></b>	An independent student publication the provides news for the university community.
<b><i>Dining Services</i></b>	Provides a variety high-quality and nutrition dining options to meet the needs of residential students.
<b><i>Fraternity and Sorority Life</i></b>	Provides support and oversight of fraternities and sororities through advising chapters and the four leadership councils (IFC, Panhellenic, NPHC, and MGC).
<b><i>Husker Pantry</i></b>	Alleviates food insecurity of UNL students by providing temporary/emergency food relief as well as school and hygiene supplies at no cost.
<b><i>LGBTQA+ Center</i></b>	Supports a more inclusive understanding of gender and sexuality through education, outreach and leadership development opportunities.
<b><i>Marketing and Communications</i></b>	Provides strategic communications, photography, videography, social media support and website development for all of Student Affairs.



<b><i>Nebraska College Preparatory Academy</i></b>	An innovative college access program that prepares first generation and low-income students to achieve personal and academic success.
<b><i>Nebraska Unions</i></b>	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.)
<b><i>Residence Life</i></b>	Provide educational services and experiences guided by the the Nebraska Residential Experience. The goal is to develop engaging communities where residents can have transformational experiences, connect to campus resources and create relationships.
<b><i>Services for Students with Disabilities</i></b>	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.
<b><i>Student Advocacy and Support</i></b>	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.
<b><i>Student Conduct &amp; Community Standards</i></b>	Supports the University community through investigation and administration of violations of the Student Code of Conduct.
<b><i>Student Leadership, Involvement, &amp; Community Engagement</i></b>	Provides support for Recognized Student Organizations and leadership, involvement, democratic engagement and service opportunities.
<b><i>Student Legal Services</i></b>	Offers free legal advice and/or representation to registered UNL students.
<b><i>TRIO</i></b>	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.
<b><i>University Health Center</i></b>	Through a partnership with Nebraska Medicine, the clinic offers quality health services for UNL students.
<b><i>University Housing</i></b>	Provides high-quality, well-maintained housing options to support students in their educational goals.
<b><i>University Program Council</i></b>	Known as UPC Nebraska, this student organization provides diverse, educational and entertaining programs to the university community to enhance the student experience.
<b><i>Women's Center</i></b>	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.*

THERE IS NO PLA





CE LIKE NEBRASKA





IN OUR  
**GRIT**  
OUR  
**GLORY.**

The University of Nebraska does not discriminate based upon any protected status. Please see [go.unl.edu/hondiscrimination](http://go.unl.edu/hondiscrimination).

© 2021 The Board of Regents of the University of Nebraska. All rights reserved.