Strategic Action Plan 2019-2029
Focus Area 6: Student Affairs
Mission: The University of Holy Cross, a Catholic institution of higher learning, is an inclusive student-centered learning community focused on academic excellence and innovative teaching. Rooted in the traditions of the Marianites of Holy Cross, the University is committed to educating the minds and hearts of its students through freedom of inquiry, the pursuit of truth, and compassionate care for all.
Committee Members : Guerin, Brenton (Student Representative), James, Juyanne (Faculty Representative), Jones, Sopheia (Student Representative), Luton, Will (Student and Staff Representative), Maxwell, Ashley (Graduate Representative), Ottaway, Mallory (Staff Representative), Reed, Meredith (Cabinet and Chair), Ruiz, Angela (Cabinet and Staff Representative)

Student Engagement & Completion	
Goal Statement: The University of Holy Cross will develop and foster an environment that engages students and facilitates timely progression through their academic careers.	
Objective 1: To facilitate consistent, quality academic advising.	
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	☑ H Identify and implement the methods that would best improve the current academic advising process. ☐ M ☐ L
TIME FRAME (anticipated start/ estimated completion)	A six month period of data collection is needed to assess needs beginning fall 2019. Updated advising plan shall be implemented no later than the 2022-23 Academic Year.
RATIONALE (relationship to enrollment, quality programs)	UHC academic advising policies and procedures shall be assessed and optimized in support of retention and program completion through the investigation of best practices and specific institutional needs. Contingent upon survey results, additional action steps will be developed and implemented (i.e., technological tools, centralized advising, combined approaches).
ASSESSMENTS & BENCHMARKS (include time frame)	Survey to assess student satisfaction with advising in course specific context (end of F19 semester); faculty and staff survey to assess functionality of already existing procedures (end of F19 semester)
DOCUMENTATION (deliverables; proof that benchmark achieved)	The survey results will be archived in EvaluationKIT. PDF reports will be generated and presented to Cabinet and Academic Council for feedback and perspective.
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Vice President for Student Affairs with the assistance of the Information Technology Department and the Academic Advising Committee
ESTIMATED COSTS	To be assessed
STATUS	Yet to be implemented

Objective 2: To foster student engagement, the University will develop, support and increase the number of inclusive, diverse social organizations that reflect the University's core values of respect and inclusion.

ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	☐ H ☑ M ☐ L	Generate a list of organizations corresponding to faculty, staff, and student interests. Once the list is compiled and researched, local representatives of those organizations will be invited for a kickoff event, in which students can interact and sign up for UHC club formation.
TIME FRAME (anticipated start/ estimated completion)	Fall 2019 through 2023	
RATIONALE (relationship to enrollment, quality programs)	Foster vibrant student life by highlighting our inclusiveness and diversity across the UHC community.	
ASSESSMENTS & BENCHMARKS (include time frame)	Student Life and Diversity Committee will meet in Spring 2019 to share information and determine which organizations might be willing to participate in an on-campus kick-off event. At least five inclusive, diverse social organizations will be fully functional on the UHC campus by 2023.	
DOCUMENTATION (deliverables; proof that benchmark achieved)	Organization sign-up sheets, new club petitions, starting paperwork for new organizations, meeting agendum and membership rosters	
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	Director of Student Life, Diversity Committee, and the Vice President for Student Affairs	
ESTIMATED COSTS	$3000 for kickoff event; $1000 maximum per new club per year	
STATUS	In progress	

Objective 3: To encourage continuous enrollment and progression, the institution will implement a tuition cost relief program for full-time undergraduate students who remain in good standing.			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	☑	H	Determine the specific type of tuition-lock program that would best benefit UHC students in preparation for a meeting with the Director of Financial Aid, VP of Finance, and the University President to discuss implementation.
	☐	M	
	☐	L	
TIME FRAME (anticipated start/ estimated completion)	By September of 2019, determine the type of tuition cost relief program (i.e., tuition lock, tuition discount) based on previous fiscal year data.		
RATIONALE (relationship to enrollment, quality programs)	Tuition lock and tuition discount programs have historically contributed to engagement and retention of students because of the financial incentive to remain in school due to the lack of an annual percentage increase for those in the program. This program will focus on a maximum of a 6-year completion rate of undergraduate degrees.		
ASSESSMENTS & BENCHMARKS (include time frame)	Cost benefit analysis of tuition lock or tuition discount programs versus current tuition policy to assess the feasibility		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Data generated from cost benefit analysis over a period of time determined by financial aid and finance		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Student Affairs, VP for Finance, and Director of Financial Aid, VP for Enrollment Management, VP for Philanthropy, etc.		
ESTIMATED COSTS	To be assessed		
STATUS	Yet to be implemented		

Objective 4: To engage students in preparation for their professional careers, the institution will develop and support formal career guidance, advising, and job placement services for students and alumni.			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	☑	H	Initiate search and hire a career services professional to initiate and maintain a department solely focused on job placement of graduating students.
	☐	M	
	☐	L	
TIME FRAME (anticipated start/ estimated completion)	Initiate by fall of 2020; maintain through 2029		
RATIONALE (relationship to enrollment, quality programs)	The rationale is to clearly associate our educational programs with a practical return for student engagement and retention. Having a vital career services department will support student interest in career paths. A multi-faceted and fully functional resource center will facilitate job searching and job placement with the aim of preparing students for lifelong professional careers.		
ASSESSMENTS & BENCHMARKS (include time frame)	Confirmation of signed new hire paperwork with Human Resources before the end of Fall 2020 semester		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Job description, hiring committee notes, new-hire paperwork, annual Administrative Institutional Effectiveness Plans		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP of Student Affairs, Director of Alumni Relations, Director of Human Resources, and Director of Career Services (title tentative)		
ESTIMATED COSTS	TBD		
STATUS	Yet to be implemented		

Objective 5: To foster and maintain vibrant student life in the residence hall.			
ACTION STEP 1 (priority H=High, M=Moderate, L=Low)	☑	H	Create and distribute a "resident exit survey" in which students provide feedback on their experience living in the residence hall. Further action steps will be generated based on the results of these initial surveys.
	☐	M	
	☐	L	
TIME FRAME (anticipated start/ estimated completion)	Begin surveying residents at the end of fall 2019.		
RATIONALE (relationship to enrollment, quality programs)	In order to tailor the residence hall experience to the needs of students, having a feedback mechanism in place will provide useful data at regular intervals. This data can then be used to adjust the efforts of Student Affairs.		
ASSESSMENTS & BENCHMARKS (include time frame)	Data from the survey will be archived and compiled for an annual residence life report to Cabinet, Academic Council, and the Board of Trustees.		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Survey results data		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Student Affairs, Director of Student Life, Director of University Housing and Residence Life		
ESTIMATED COSTS	TBD		
STATUS	Yet to be implemented		

ACTION STEP 2 (priority H=High, M=Moderate, L=Low)	☐	H	Fully furnish and schedule tutor availability in a study room on the second floor of the residence hall.
	☑	M	
	☐	L	
TIME FRAME (anticipated start/ estimated completion)	Starting in fall 2019 and throughout 2029		
RATIONALE (relationship to enrollment, quality programs)	Having fully furnished study space and regular tutoring hours in the residence hall will not only provide academic support for residents, but it would also create an opportunity for prospective residents to visit.		
ASSESSMENTS & BENCHMARKS (include time frame)	Tutoring logs and schedules		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Tutoring logs and schedules		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Student Affairs		
ESTIMATED COSTS	TBD		
STATUS	Yet to be implemented		

ACTION STEP 3 (priority H=High, M=Moderate, L=Low)	☐	H	Fully furnish a Resident Assistant (RA) office and institute office hours.
	☐	M	
	☑	L	
TIME FRAME (anticipated start/ estimated completion)	Starting in fall 2019 and throughout 2029		
RATIONALE (relationship to enrollment, quality programs)	Having an office space for resident assistants would incentivize qualified applicants and create a space for residents to meet with their RA.		
ASSESSMENTS & BENCHMARKS (include time frame)	Visitor logs		
DOCUMENTATION (deliverables; proof that benchmark achieved)	Visitor logs		
PERSON(S) RESPONSIBLE FOR IMPLEMENTATION	VP for Student Affairs, Director of University Housing and Residence Life		
ESTIMATED COSTS	TBD		
STATUS	Yet to be implemented		