



UNIVERSITY OF CALIFORNIA, RIVERSIDE

DIVISION OF
STUDENT AFFAIRS

2025 Strategic Plan



FROM THE VICE CHANCELLOR



As student affairs professionals, we're dedicated to the overall success and well-being of every student at UC Riverside. We do this by innovating programming and resources that inform, empower, and engage the students we serve. If there's one thing that 2020 has taught us it's that to truly succeed in our mission, our work must be centered around community, inclusivity, and diversity. We must also be creative and flexible in the methods we select to serve our students.

The 2025 Strategic Plan outlines how we aim to do just that with the support of campus and community partners and staff members within the Division of Student Affairs. I invite you to review the strategic plan and identify how you will play an integral role in its success.

Best Regards,

Brian Haynes, Ph.D.
Vice Chancellor for Student Affairs

VISION STATEMENT

Student Affairs is committed to being a global leader in developing students through innovative, holistic, and transformative best practices to become change agents who inspire, motivate, and create a better world.

MISSION STATEMENT

Student Affairs will provide a transformative experience for current and future world-class change agents through innovative and collaborative partnerships.



STRATEGIC THEMES AND OBJECTIVES

Strategic Theme #1:

Transform the Student Experience

The Division of Student Affairs will create a transformational experience that promotes students' overall success, well-being, and resiliency at both the undergraduate and graduate levels.

Objectives:

- 1.1** Student Affairs will create and sustain a culture of student success by reducing and removing barriers that obstruct student development.
- 1.2** The division will bridge the gap between enrollment and graduation by strengthening the infrastructure designed to support basic needs and student well-being for both undergraduate and graduate students.
- 1.3** Student Affairs will develop and implement new and/or reimagined signature events, campus traditions, and sources of campus pride.
- 1.4** The division will support the development of new and/or renovated student success facilities that support student success in an inclusive learning environment.
- 1.5** Student Affairs will enhance the student employment experience through a unified focus on learning outcomes and performance metrics.
- 1.6** Student Affairs will elevate and strengthen the student experience through the implementation and assessment of high-impact practices.
- 1.7** Student Affairs will provide evidence-based programs and services to support students' physical health, mental health, and well-being.







Strategic Theme #2:

Creating Collaborative Partnerships

The Division of Student Affairs will develop campus and community-based collaborative partnerships that foster a student-centered culture of engagement and success.

Objectives:

- 2.1** Each department in the division will identify key campus stakeholders and community partners (internally and/or externally) and establish three meaningful campus and/or community partnerships that enhance the culture of student engagement and success.
- 2.2** Student Affairs will partner with key stakeholders (students, faculty, staff, alumni, etc.) to improve the student experience and promote academic success.
- 2.3** Student Affairs will develop partnerships with student affairs divisions across the nation and/or around the world to learn about, share, benchmark, and implement best practices.
- 2.4** The division and its departments will establish or expand advisory boards to include more perspectives and expertise in creating a culture that supports student engagement and success.
- 2.5** The division will establish a faculty partnership position to support innovative strategies developed between academic affairs and Student Affairs.
- 2.6** Student Affairs will collaborate with University Advancement, Governmental & Community Relations, and other key campus stakeholders to enhance opportunities for community engagement and sustained philanthropic support.

Strategic Theme #3:

Establishing Organizational Excellence

Establish a strong organizational foundation for the division to recruit, hire, and retain a diverse and inclusive team of Student Affairs professionals who will actively contribute to student success.

Objectives:

- 3.1** Student Affairs will establish a staff development committee to plan, implement, and coordinate division-wide professional development activities, programs, and initiatives.
- 3.2** The division will develop and implement comprehensive onboarding programs for all new team members.
- 3.3** Every full-time employee in the division will create an annual professional development plan.
- 3.4** Student Affairs will recognize and celebrate high-performing teams and staff while providing opportunities for departments in the division to showcase programs, services, and initiatives locally, regionally, and nationally.
- 3.5** Student Affairs will review and revise (as necessary) practices, policies, procedures, job descriptions, and other division operational documents to ensure alignment with its vision, mission, strategic themes, and objectives.
- 3.6** The division will develop and implement a Student Affairs marketing and communications plan to highlight its ongoing work and to “tell the story.”
- 3.7** Student Affairs will create a comprehensive development plan, including advancement and grant writing activities, to diversify sources of funding and promote long-term fiscal sustainability.
- 3.8** Student Affairs will establish and staff an assessment office to support best practices and continuous quality improvement.







Strategic Theme #4:

Fostering and Advancing Social Justice

To effectively serve an increasingly diverse student body, the Division of Student Affairs will infuse diversity, inclusion, and social justice into every aspect of its work.


Objectives:

- 4.1** Student Affairs will identify and secure resources required to develop and implement programs, services, and initiatives to enhance diversity, inclusion, and social justice on campus.
- 4.2** The division will identify and implement best practices in social justice education that support student success.
- 4.3** Student Affairs will identify and revise practices, policies, and procedures that are barriers to inclusion and equity.
- 4.4** Student Affairs will develop a long-term diversity, inclusion, and social justice plan.
- 4.5** The division will develop and implement a “think tank” experience for team members to actively participate in ongoing diversity, inclusion, and equity training.





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 900 University Ave.
2108 Hinderaker Hall
Riverside, CA 92521

 (951) 827-4641
 vcsa@ucr.edu
 studentaffairs.ucr.edu

This information is accurate and reliable at the time of publication but may change without notice. Please contact the Division of Student Affairs for the most up-to-date information. (07/20)