ENGAGING OUR STUDENTS FOR SUCCESS
2017–2020 Strategic Plan
Welcome

Strategic planning is an activity designed to articulate the future direction of an organization in the pursuit of its mission and vision. From May 2016 through April 2017, the Division of Student Affairs at Case Western Reserve University has engaged divisional staff, students, campus partners, faculty members and parents in a dialogue to define the future direction and priorities for our work.

Through this process, the division has articulated its values and clarified the defining goals for our work over the next three years.

Welcome to Engaging Our Students for Success, Case Western Reserve University’s Division of Student Affairs Strategic Plan.

LETTER FROM THE PRESIDENT

Under the exceptional leadership of Vice President Louis Stark, the dedicated, enthusiastic and creative staff members of the Division of Student Affairs and their accomplished partners across the university spent nearly a year to refine how Case Western Reserve University can best serve our remarkable students.

The result is the division’s next three-year strategic plan, Engaging Our Students for Success, which will guide the university in ensuring our students thrive while here and leave well prepared for life after graduation. This strategic plan advances the university’s overall vision to “provide students with the knowledge, skills and experience necessary to become leaders in a world characterized by rapid change and increasing interdependence.”

As the world changes at breakneck speed, so too does the student affairs landscape, which has become increasingly more complex in the last decade. I greatly appreciate that Case Western Reserve’s Division of Student Affairs and its partners continue to adapt their programs and services to meet the evolving needs of our students. This strategic plan provides an outstanding framework to help them excel in this often complicated but rewarding endeavor.

The thoughtful and comprehensive process of developing this strategic plan is evident throughout it—from defining core values to identifying goals and outcomes. The updated mission of the Division of Student Affairs emphasizes its proactive approach to serving our students. Our student affairs professionals readily embrace the division’s core values as they promote them with our students to build a robust community, which is the foundation of their work.

I look forward to the implementation of the Division of Students Affairs strategic plan: Engaging Our Students for Success, which not only will serve our students but also is poised to become an exemplar in higher education.

Sincerely,

Barbara R. Snyder

Letter from the Vice President for Student Affairs, Louis W. Stark

Acknowledgments

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LETTER FROM THE VICE PRESIDENT OF STUDENT AFFAIRS

From initial discussions at the staff retreat in May 2016, to student and staff discussion groups, the collective input of the CWRU community helped shape not only our next three-year plan, but the core values that define and guide our division. Articulating these values proved incredibly helpful and allowed departments to carefully select the goals, outcomes and strategies that will move our Division forward over the next three years.

In addition to our division leadership, the Student Affairs Professional Development Committee played a large part in our planning process. The PDC was integral in providing valuable information on the goals, priorities and needs of both our staff and students, which significantly impacted the direction of our strategic plan.

I am incredibly thankful for all the work that has been put into crafting this next strategic plan. Special thanks to Dennis Rupert for leading this process, keeping it moving, making every effort to engage our campus constituents and providing continuous updates to the division throughout the process. I also greatly appreciate the work the PDC put into this process; for stepping up and taking on the responsibility of listening to and distilling the voices of our staff and students. Finally, thank you to all the staff in the Division of Student Affairs for always putting careful thought and hard work into the future of the division. It is because of you that we’re able to positively impact the lives of our students.

I’m excited about the future of our division, and I look forward to implementing this plan to engage our students for success.

Sincerely yours,

To the Case Western Reserve University community,

As the Division of Student Affairs, our top priority must be our students and how to provide the best experience for them during their time at CWRU. Whether that is providing the resources they need to be successful in the classroom, the tools and treatment to remain well in mind, body and spirit, or the opportunity to find fulfillment outside of the classroom through relationships and involvement in their areas of interest, we are tasked with actively engaging and serving our students.

To successfully accomplish this goal, it is vitally important for us to have a plan that the entire division can rally around and work towards as a team. Because our impact on students is so broad-reaching, it was important for us to engage the entire division in the strategic planning process to create a collaborative plan that was truly representative of the division as a whole.
Executive Summary Introduction

The programs and services offered by departments within the Division of Student Affairs provide opportunities for students to bring their college experience to life outside the classroom, and to make important connections with what they’re learning inside the classroom. Our students are intelligent, engaging and destined to change the world. Engaging Our Students for Success is our roadmap to help our students get the most out of those experiences.

In the fall of 2014, the Division of Student Affairs created its first three-year strategic plan in more than twenty years. The momentum for this was driven by the arrival of our current Vice President for Student Affairs, Louis W. Stark, who began in July 2013. The structure of that planning process resulted in individual departmental plans, but the overall emphasis was on seven broad division-wide goals in need of immediate action.

After successful attention to these goals leading up to spring 2016, a new year-long process launched in the summer of 2016. Many conversations resulted in feedback and direction from students, staff, faculty and community partners. The objectives of this process were fourfold:

1. Move forward where the previous plan left off
2. Establish a structured response to students’ needs
3. Assure divisional and departmental initiatives align
4. Continue to measure the plan over time

Many of the articulated trends of the previous plan are still present, which is apparent in the formulation of the overarching goals. These trends include:

- An increase in undergraduate enrollment resulting in increased funding needs for programmatic student support services.
- A focus on student engagement and retention.
- A need for greater sensitivity and training for appropriate service provision throughout the university to varied student populations.
- An increased demand for student services and programs.
- An increase in human capital to effectively recruit for and support demand for services.
- Competing needs of classroom versus meeting room and recreational spaces for students.
- Increased Graduate and Professional student service demands being experienced by all departments in Student Affairs.

The plan has been forged by deep conversations regarding what matters to our community members. It is a three-year action-oriented plan which will be measured annually and refined over time to continue to assure the success of CWRU students.
WELL-BEING
Being well in mind, body, and spirit is not only foundational for learning, but is at the core of living well.

INCLUSION
Our learning community grows and thrives when it welcomes and fully includes diverse people and perspectives.

INTEGRITY
We strive to encompass the highest ethical standards through our actions and decisions that impact our community.

CURiosity
Possessing an open and receptive attitude toward the world around us can promote engaged observation, direct experiences and creative breakthroughs.

Resiliency
When facing challenges, we promote courage, resourcefulness, and hope.

Collaboration
Our community thrives when people work together to define new opportunities, integrate resources, and share expertise to achieve excellence.

Building a strong community is the foundation of the work we do as an institution. As student affairs professionals at Case Western Reserve University, we strive to live by the same values that we promote to our students in creating an environment conducive to learning and personal growth.

The core values below embody the work that we do in student affairs:
Mission, Vision and Learning Outcomes

The current vision for the division was developed during our last planning process and the long-standing mission statement was updated slightly. The mission, vision and division’s core values greatly inform our strategic plan.

MISSION
To seek out, actively engage and serve students with quality developmental, intentional and comprehensive experiential learning opportunities in a diverse, inclusive and vibrant university community.

VISION
To be a top Student Affairs division in both the AAU and the University Athletic Association and to create programs which are cutting edge and will be models for other universities.

LEARNING OUTCOMES

CONNECTING CO-CURRICULARS TO THE CLASSROOM
During fall 2015, the Student Affairs Executive Team developed division-wide learning outcomes. The team began by reviewing the learning outcomes of other student affairs divisions, the Learning and Development Outcomes established by the Council for the Advancement of Standards in Higher Education, and the LEAP Essential Learning Outcomes developed by the Association of American Colleges and Universities. They then imagined a student walking across the stage at graduation and answered the question, “If the student could only demonstrate three areas of knowledge, skills or abilities that they learned as a result of our programs and services, what should those three areas be?” Through this exercise, the team identified the most important knowledge, skills and abilities students should possess as a result of participating in our programs and services. In the end, the team agreed on the five learning domains listed below.

They represent the most important knowledge, skills and abilities students should be able to demonstrate as a result of participating in our programs and services. Learning within these domains is a lifelong endeavor. We recognize that each student is unique and therefore, we also understand that individual students will start at different levels for each learning outcome and their level of mastery will differ from their peers. Our goal is to encourage and challenge them to grow as much as possible in each area.

Our programs and services are developmental and intentionally designed to address students’ personal, social and co-curricular lives. They complement and support other initiatives across the university. As a result, our learning outcomes also demonstrate a variety of our connections: connections between our own programs and services, connections to programs and services offered by other university offices and connections to the university’s academic programs.

MISSION
To be a top Student Affairs division in both the AAU and the University Athletic Association and to create programs which are cutting edge and will be models for other universities.

VISION
They represent the most important knowledge, skills and abilities students should be able to demonstrate as a result of participating in our programs and services. Learning within these domains is a lifelong endeavor. We recognize that each student is unique and therefore, we also understand that individual students will start at different levels for each learning outcome and their level of mastery will differ from their peers. Our goal is to encourage and challenge them to grow as much as possible in each area.

LEARNING OUTCOMES

SOCIAL AND EMOTIONAL COMPETENCE
As a result of participating in our programs and services, students will be able to demonstrate social and emotional competence through self-awareness, self-management, social awareness and healthy relationships.

PURPOSE AND INTENTIONALITY
As a result of participating in our programs and services, students will identify how their sense of purpose has been shaped by their knowledge, ideas, values, strengths and experiences.

CULTURAL AND HUMAN APPRECIATION
As a result of participating in our programs and services, students will demonstrate an understanding of and appreciation for cultural and human differences/similarities, including social responsibility, respect, global perspective and civic mindfulness.

COMMUNITY ENGAGEMENT
As a result of participating in our programs and services, students will be able to describe how they have positively impacted their community.

PROBLEM SOLVING
As a result of participating in our programs and services, students will apply their knowledge, values, ideas, strengths and experiences to solve problems.
The Process

The strategic planning process is as important as the final plan itself. Our new plan differs from the last in that we have intentionally created division-wide goals and outcomes which will be met by departmental strategies and action steps.

DESIRED RESULTS OF THE PLANNING PROCESS:

- Engage a broad base of constituents to include students, faculty, staff, community members and parents to determine priorities.
- Create a comprehensive plan to inform our constituents on how we plan to facilitate student success at CWRU.
- Utilize a bottom-to-top approach, which articulates departmental strategies and action steps connected to divisional goals and outcomes.
- Formulate a plan informed by data with the ability to be tracked.
- Use the results of that activity to continuously update the ongoing planning process and inform programmatic, policy and financial decision-making.

At the May 2016 student affairs retreat, the division started talking about what mattered to us as an organization and how that would help us form the next plan. What began as a conversation about organizational health eventually led us to the definition of our core values. Although our core values were not finalized until after the strategic goals were determined, it is clear how our values and goals are closely connected.

Members of the Professional Development Committee went on to coordinate staff discussion forums during the summer of 2016 and student discussion groups in the fall. Simultaneously, we were reporting on our progress on the previous plan and the two processes moved along seamlessly.

While the discussions covered a wide range of topics, analysis of the feedback coalesced into three major themes proposed by the PDC: unity, wellness and preparedness. While these may be broad categories, nearly every piece of essential feedback from these discussions fit under one or more category, allowing us to concisely summarize our strategic priorities.

Identification of outcomes within each of our goals was addressed next. The final phase of planning was at the department level with the articulation of a situation analysis, strategies and action steps. While this plan only lists the strategies within each outcome, departments also articulated the action steps they will take to successfully complete each strategy. Departments also indicated benchmarks, targets and metrics so that an ongoing evaluation of the plan’s success can be assessed and reported.
Strategic Goals and Outcomes

The plan is organized by division-wide strategic goals and outcomes, and departmental strategies and action steps. All strategies and action steps will align within one of the strategic goals: unity, wellness and preparedness. Each strategic goal also has four associated outcomes:

1. **UNITY**
   - **Belonging and Pride**
     Our students and staff will feel a collective CWRU identity that honors individuality and fosters a sense of belonging and pride.
   - **Inclusion**
     Our staff will develop and implement programs, services, policies and practices which welcome and fully include diverse people and perspectives.
   - **Community Engagement**
     Student affairs staff and students will engage in a supportive community in ways which transcend typical experiences.
   - **Communication**
     Communications will be clear, accessible and multifaceted resulting in a well-informed community.

2. **WELLNESS**
   - **Mind, Body and Spirit**
     The student experience will promote knowledge, beliefs and behaviors conducive to a healthy mind, body, and spirit.
   - **Life Balance**
     Our community members will practice a healthy integration of work, academic and social life.
   - **Healthy Relationships**
     Students will develop healthy relationships that contribute to an increase in resiliency, mutual respect and shared responsibility.
   - **Safety and Security**
     As a community, we will maintain an awareness of and commitment to personal safety and security.

3. **PREPAREDNESS**
   - **Problem Solving**
     Students will attain the skills necessary to solve personal and interpersonal problems so that they may succeed and remain resilient throughout life.
   - **Life and Career Readiness**
     Students will develop confidence in their abilities, marketable experience and understanding of the world that awaits them after graduation.
   - **Leadership**
     Student affairs will cultivate our external partners' awareness of our students' characteristics as intelligent, resourceful leaders.
   - **Mentoring**
     Students will find mentors, whether they are other students, faculty, staff, community members or alumni.
GOAL ONE: UNITY
To create and foster a sense of greater unity among the members of the CWRU community.

UNITY OUTCOME ONE: BELONGING AND PRIDE
Our students and staff will feel a collective CWRU identity that honors individuality and fosters a sense of belonging and pride.

STRATEGIES:

1. Develop initiatives that promote student knowledge of and pride for Cleveland.
2. Expand into a vibrant and heavily utilized Multicultural Center that is larger, multifaceted and multifunctional.
3. Build residential communities based on students’ sense of belonging.
4. Continue to involve more graduate students/schools in Graduate Student Appreciation Week.
5. Revamp the entire mascot program.
6. Develop key brand distinctions that can be applied across the division for a unified presence.
7. Foster CWRU spirit throughout campus.
8. Restructure the IFC and Panhellenic boards.
9. Create Fan Ambassador positions within department to assist with promotions on peer level.
10. Focus on staff development both individually and as a group because strong staff teams are the foundations for a strong community.
11. Create listening campaigns.
12. Use best practices in business services and programs that maximize the strategic productivity of students’ financial, physical and technological resources.
13. Increase training opportunities and support others in training initiatives.
UNITY OUTCOME TWO: COMMUNICATION
Communications will be clear, accessible and multifaceted resulting in a well-informed community.

**STRATEGIES:**

1. Pursue a more integrated model of academic advising and career education via the creation of a Student Success Center.

2. Enhance collaboration with graduate and professional schools in the development and delivery of student support services.

3. Tell the residential story to internal and external stakeholders.

4. Organize, clarify and improve use of our student engagement platform during transition from OrgSync to a new platform.

5. Utilize inbound marketing techniques to drive traffic to the divisional website, promote student engagement and share the story of student affairs at CWRU.

6. Commit to student success by connecting students to university resources and meeting with students to assure they are well prepared to be successful contributors in their personal and professional lives.

7. Increase communication and resources regarding the student conduct process.

8. Leverage existing resources and tools to create cohesive communication within the division and student population.

9. Intentionally market and communicate to CWRU, target schools and surrounding communities about the services and successes of outreach programs.

UNITY OUTCOME THREE: COMMUNITY ENGAGEMENT
Student affairs staff and students will engage in a supportive community in ways which transcend typical experiences.

**STRATEGIES:**

1. Enhance the learning opportunities available for students to deepen their understanding of community issues as well as ways to engage responsibly and ethically in their community.

2. Implement the “Your New Ideas Program.”

3. Transition from Greek Week to the yearlong Spartan Cup.

4. Create and deploy improved financial solutions which empower and assist staff to make financially sound programmatic decisions.

5. Enhance the celebration of diverse cultures, both domestic and international through campus-wide programming.

6. Pilot a first-year cohort model for new employees.

7. Develop opportunities for faculty, staff and students to connect through civic engagement to strengthen a sense of campus community.

8. Provide more community on campus by expanding exposure to and opportunities for CWRU students to serve with Outreach Programs.

9. Implement community youth programs designed from departmental collaborations between all youth programs.

10. Help community youth program participants recognize the importance of local, national and international civic responsibility.

11. Create and enhance community youth summer residential programs and collaborate with various CWRU agencies and stakeholders to bring diversity and increase unity in youth from different areas of Cleveland and beyond.
UNITY OUTCOME FOUR: INCLUSION
Our staff will develop and implement programs, services, policies and practices which welcome and fully include diverse people and perspectives.

STRATEGIES:

1. Support University-wide efforts promoting diversity/inclusion to the campus community.
2. Host cultural night, philanthropic and community service promotions through athletic events.
3. Expand and enhance Diversity 360 as a comprehensive educational experience for students delivered by campus partners (faculty, staff and students) which includes original training modules, lunch and learn sessions, speaker series and ongoing facilitator training.
4. Engage community members as active citizens through formal and informal leadership opportunities.
5. Unify campus spirit in Thwing Center facility usage, programming and improvements.
6. Develop a resource center concept through the website and PDF documents to streamline policies and cater to a variety of learning styles.
7. Develop a staff orientation curriculum with a tiered approach tied to position and role.
8. Develop annual programs on sexual misconduct prevention with a focus on international students’ perceptions and experiences.
9. Create informational brochures around Title IX topics and gender-based violence prevention that incorporate diverse perspectives and groups.
10. Develop a diversity and inclusion strategic plan for Greek Life.
11. Offer services, courses and seminars to improve language skills and reach more students based on their needs and interests, and further connect international students to the campus and wider community.
12. Develop additional campus partnerships to explore collaborative efforts in Thwing Center.
13. Operationalize recruitment practices which create a diverse and inclusive workplace.
14. Engage staff, administrators, funders, government and social service agencies to experience various facets of the student affairs outreach programs.
15. Encourage more of a campus presence in the community by increasing interactions between student affairs outreach programs, participants, area neighborhoods and community agencies.
16. Expand, develop and collaborate with various CWRU, social service agencies, and stakeholder programs to bring more diversity to the student affairs outreach programs.
WELLNESS OUTCOME TWO: HEALTHY RELATIONSHIPS
Students will develop healthy relationships that contribute to an increase in resiliency, mutual respect, and shared responsibility.

STRATEGIES:

1. Student attendees in ESS will reflect and report how the social group experience assisted with their development of healthy relationships at the end of each semester.

2. Develop programs on establishing healthy relationships for undergraduate and graduate students through the Title IX Office.

WELLNESS OUTCOME THREE: LIFE BALANCE
Our community members will practice a healthy integration of work, academic and social life.

STRATEGIES:

1. Partner with student affairs and other related departments to promote healthy life choices, mitigate stress and uncertainty, and increase (focus on) wellness in the career development process.

2. Develop individual professional staff wellness plans in Multicultural Affairs.

3. Initiate a Wellness Wednesdays program in Physical Education and Athletics.

4. Perform a division benchmarking study to compare our division to our peer institutions to determine areas of strengths and potential gaps.

5. Create the essential teaching of work-life balance in our student organizational advising and the SAL leadership curriculum.

6. Develop a new proposal for club sports fundraising campaigns.

7. Youth community program participants will learn about healthy relationships and how to apply it to daily living by participating in workshops and activities.

8. Implement the Bystander curriculum for staff.

WELLNESS OUTCOME FOUR: SAFETY AND SECURITY
As a community, we will maintain an awareness of and commitment to personal safety and security.

STRATEGIES:

1. Strengthen and streamline risk management protocols in CCEL.

2. Enhance the outreach to student organizations on the importance of developing risk management plans for events.

3. Improve lines of communication and information from the Student Conduct Office.

4. Implement the Bystander curriculum for staff.

5. Convene a Safety and Wellness Strategic Planning Group for Greek Life.

6. Explore creating a peer risk management training initiative in order to advance the outreach to student organizations and to offer additional skills to our students.

7. Implement student training on safety and security within Thwing Center to keep our students, faculty, staff and campus community safe and protected.

8. Implement GreenDot Bystander Intervention training to eliminate power-based violence and aggressions on campus.
GOAL THREE: PREPAREDNESS
To help students achieve a state of preparedness for life and career after college.

PREPAREDNESS OUTCOME ONE: LEADERSHIP
Student Affairs will cultivate our external partners’ awareness of our students’ characteristics as intelligent, resourceful leaders.

STRATEGIES:
1. Develop leadership curriculum in Student Activities and Leadership to meet the needs of students at all levels and backgrounds.
2. Create a Multicultural Leadership Retreat to enhance leadership development.
4. Strengthen leadership offerings in academic programs in conjunction with Undergraduate Studies and by reaching out to our campus partners outside of student affairs.
5. Create a multicultural leadership development model and series with the Office of Student Activities and Leadership.

PREPAREDNESS OUTCOME TWO: MENTORING
Students will find mentors, whether they are other students, faculty, staff, community members or alumni.

STRATEGIES:
1. Provide mentoring opportunities to our student organization members via conversations and offering resources to all involved parties.
2. Create career networks through Pilot Programs of CWRUConnect.
3. Develop educational programs to get students better connected through the student conduct process.
4. Collaborate with Alumni and Career Center to create programming that will connect current students to underrepresented minority alumni in various industry fields.
5. Connect community youth program participants to students, staff and people at partner organizations, including residents and professionals.

PREPAREDNESS OUTCOME THREE: CAREER AND LIFE READINESS
Students will develop confidence in their abilities, marketable experience and understanding of the world that awaits them after graduation.

STRATEGIES:
1. Advance the Career Pathways Program by raising awareness and engaging students early in their academic careers to deliver on the promise of entrepreneurship, design, and innovation as a viable alternative post-graduation career path.
2. Improve students’ overall confidence in their academic ability through the use of Peer Tutoring.
3. Create a program with the Career Center to train scholarship chairs and/or career chairs in chapters to be able to better connect Greek students to the Career Center and their resources.
4. Collaborate with other departments on a life skills/life after college series for multicultural students.
5. Provide development opportunities for “soft” skills such as meeting management, conflict resolution, goal setting and other skills needed to be effective.
6. Develop and establish skills and abilities within students as they assist in the operations and management of Thwing Center.
8. Develop resources and programs to help students understand and develop career readiness skills from their civic engagement experiences, and effectively communicate these skills to internal and external stakeholders in order to achieve their desired professional goals.
9. Develop a program for juniors and seniors to learn how to identify important policies and procedures when they accept a job or internship.
10. Develop and implement a comprehensive residential model that supports a seamless transition between experiences, is developmentally focused and intentionally builds upon programs and efforts.
11. Explore the possibility of creating student curriculum paths and certificates via our student engagement solution.
12. Develop professional skills in student staff such as communication (verbal and written), time management, teamwork and customer service that can be applied in their future career.
13. Educate youth community program participants about different careers and the path they need to take in order to get there by attending workshops and college visits.
PREPAREDNESS OUTCOME FOUR: PROBLEM SOLVING
Students will attain the skills necessary to solve personal and interpersonal problems so that they may succeed and remain resilient throughout life.

STRATEGIES:

1. Provide trainings and professional development opportunities for CCEL student leaders to develop skills necessary to solve personal, interpersonal and professional problems.

2. Deliver effective learning opportunities outside the classroom for students to integrate and link these experiences from Residential and Greek housing/living, to their academic programs.

3. Develop and introduce a “Transition Blueprint” to the Greek community to allow chapters and governing councils to have strong transitions of leadership each year.

4. Elevate the overall competitiveness of our athletics teams.

5. Develop student conduct educational measures to help students make better choices.

6. Create care management and outreach services for students to equip them with the resources to make well-informed, responsible decisions and be accountable for their actions as members of their own community.

7. Fully develop the University Health and Counseling Services crisis management program.

8. Develop and introduce an Intervention Approach including Greek Life Chapter Health Index to help chapter leadership better conceptualize their current trends around key performance indicators.

9. Provide student organizations with the resources necessary to problem solve and troubleshoot any issues that may arise over the course of the school year.

10. Provide Upward Bound and Talent Search participants the opportunity to use career exploration tools.

Acknowledgments

The creation of this strategic plan has involved a vast array of input and feedback from our partners and we would like to thank them all for their contributions.

In particular we would like to thank the members of the division’s Professional Development Committee for the facilitation of divisional staff and student feedback sessions. Their meetings and consolidation of feedback played a major role in the identification of the strategic goals for the next three years.

We would also like to thank representatives from the Graduate Student Council, Student President’s Roundtable, Undergraduate Diversity Collaborative, Undergraduate Student Government and all of the individual students who provided insightful feedback for the process.

In addition, our thanks go out to all of our departmental and faculty partners who daily support the success of our students and look for ways to improve their experience.

Finally, this plan would not be possible without the many additional hours of discussions at the departmental level within the division of student affairs and the ongoing provision and evaluation of the strategies and action steps which make up the core of this plan. Those departments are:

- Career Center
- Center for Civic Engagement and Learning
- Dean of Students Office
- Educational Services for Students
- FOCUS Group
- Greek Life Office
- Office of Multicultural Affairs
- Office of Title IX
- Physical Education and Athletics
- Residence Life
- Student Activities and Leadership
- Student Affairs Operations
- Student Conduct and Community Standards
- Thwing Center
- University Health and Counseling Services