Five-Year Strategic Plan
Review of year 1 (2009-2010)

As of August 17, 2010
Student Activities and Leadership Programs (SALP)
Strategic Plan

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Student Activities and Leadership Programs
Strategic Plan

Introduction

Process and Timeline:

The professional staff of Student Activities and Leadership Programs (SALP) developed this strategic plan with assistance from current Portland State University student leaders, students at large and other University administrative colleagues. This plan is to provide SALP with a five-year roadmap for supports, services, and organization development. The SALP Advisory Board and SALP staff will review progress quarterly and update the plan annually as needed.

The original Strategic Planning Committee sessions were facilitated by Jackie Balzer, Vice Provost for Student Affairs at Portland State University. The participants of this committee were:

Suzanne Flores, SALP Advisor
Tana Atchley, SALP Advisor
Marie Schramke, SALP Advisor
Aimee Shattuck, SALP Director
Sean Rains, SFC Taskforce Member
Natalie Ullman, SALP 08-09 Peer Advisor
Dalton Higginbottom, SFC Taskforce & SALP Advisory Board Member

Shannon Timm, SALP Advisor
Rachel Borgman, 07-09 SALP Graduate Assistant
Michele Toppe, Interim Dean of Students
Tanja Miljevic, SFC and SFC Taskforce Member
Schuyler Asman, 09-10 SALP Graduate Assistant
Caryll Day, SALP 09-10 Peer Advisor
Cody Bakken, Student-at-Large
Erica Lee-Johnson, Student Leader Representative

The listed participants then split into subgroups to review, reflect, and revise SALP’s mission statement, values, and assumptions underlying the department’s approach to its work. These subgroups set the stage for a work session of the full committee during which the organization’s strategic direction was developed and defined. The SALP staff helped to coordinate the planning process and provided important support and historical context to complete this plan.

The Strategic Planning Committee drafted a strategic plan. This draft form was posted on the SALP website for an extended period with a request for comments and feedback from the PSU community and student leaders. Member feedback was incorporated and the plan was finalized and endorsed by the SALP Advisory Board in September 2009.

The main body of this document sets out the values, mission statement, revised structure, goals and strategies, and key performance indicators resulting from the work sessions of the committee and subgroups. The Strategic Planning Committee agendas, notes, and other working documents are attached appendices to the original strategic plan.

The plan was since updated and reviewed by the SALP staff and Advisory Board in May 2010. This is the revised strategic plan, now in the second year.
**Vision:** Student Activities and Leadership Programs aligns with the following Portland State Division of Student Affairs visions:

- *Engagement and support within the University learning community and community-at-large:* it is through learning community affiliations that students can experience a sense of belonging and receive support needed for their success. Affiliations can also provide identity anchors and serve as the impetus for practicing communication, critical thinking, leadership, and cultural competency skills.

- *Develop leadership, citizenship, and diverse and global perspectives:* as educated people, students have the responsibility to assume leadership roles when needed. Because of this responsibility, students must have opportunities to develop and refine their abilities to participate fully as leaders and citizens. Diverse relationships in the learning environment contribute to improvements in a student's ability to engage in more complex thinking and act with an appreciation of difference and social justice issues.

**Mission:**

Student Activities and Leadership Programs’ mission is to enrich and integrate students’ leadership and academic experiences in order to educate students to be ethical, socially just, and civically engaged leaders on campus and in their larger communities.

**Values:**

**Integrity**- insuring that our actions reflect our words, especially when it comes to being active listeners, honest, accountable, and respectful.

This is demonstrated by:
- having conversations and encouraging critical thinking about how programming relates to a student organization's mission,
- providing training and support for fair elections and hiring practices,
- maintaining transparency by keeping SALP's website up-to-date, posting SALP Advisory Board and strategic planning agendas and meeting notes online, clearly linking students to the origin of various policies and,
- implementing OrgSync, an on-line management system, so student leaders can follow the routing procedure for the forms that they submit, as well as maintain accurate records of expenses.

**Student Centered**- full awareness of the responsibility that SALP has to help students actualize their full potential.

This is demonstrated by:
- ensuring that PSU students are the driving force within student organizations by advocating for inclusion of this criterion in the SOAR policy and intervening when a faculty or staff member, community member, national affiliate organization, or anyone else, inhibits PSU students' ability to lead their own organizations,
- protecting student privileges by offering driver training, collaboration with the development of Community Standards process, developing risk management plans, promoting critical thinking about how student fees are spent, and writing memorandums of understanding, and
- helping student leaders navigate academics at Portland State, including explaining alternative grading options to them and working with them and their faculty advisor to ensure students' academic success.
**Education and Growth**—supporting students by equipping them with the skills and knowledge needed to meet the challenge of applying in-class principles to real-life situations.

This is demonstrated by:
- SALP trainings,
- annual leadership conference,
- setting a high academic standard for student leaders to achieve while providing support to help them attain and maintain the standard
- risk management plans,
- working with student leaders to evolve their student organizations as a result of feedback received through an evaluation process,
- IST credit,
- career coaching and resume building, and
- educating the PSU community about what student leaders/organizations accomplish.

**Community**—intentionally creating an atmosphere that encourages students to discover and express all aspects of their identity, to make meaningful connections with others, and to have fun.

This is demonstrated by:
- SALP meet & greet programs,
- annual leadership conference,
- supporting positive interactions between student organizations and the community-at-large,
- promoting students' understanding about where they fit into the PSU community and how they are representatives of themselves, their organizations, and the University,
- establishing a community resource center in M113 for current leaders and students-at-large who are interested in becoming more involved, engaged on campus,
- supporting collaboration between student groups and departments,
- equipping students with skills that will help them be inclusive of everyone in their organizations, for example, conflict resolution skills, and
- SALP collaborating with other departments, including WRC, Campus Recreation, BAO.

**Continuous Improvement**—seeking and incorporating feedback and best practices.

This is demonstrated by:
- encouraging student organizations to solicit feedback and incorporate it, along with best practices, into the ways that their organizations function,
- SALP itself modeling this behavior,
- revisiting unsuccessful programs with student leaders and helping them,
- improving in the future, as with the strategic plan,
- moving training modules online, and
- Quarterly reports
**Current Staffing:**

- **Assistant Director,** Domanic Thomas
- **Coordinator Student-Led Services,** Shannon Timms
- **Director,** Aimee Shattuck

**Office Coordinator,** Lorrie McCullough
- Advisor Arts, Industry, and Political, Marie Schramke
- Advisor Multicultural and Spiritual, Tana Atchley
- Advisor Academic, Suzanne Flores
- Senior Accountant, Alex Yucker
- Assistant Accountant, David Woodsum
- Assistant Accountant, David Woodsum
- Student Accountant
- Five hourly student staff

**Future Structure:**

Student Activities and Leadership Programs will realign into four units all working towards a common mission and each with particular set of responsibilities, staffing, and service population. The area in which we still need to provide staff support and resources is Student Leadership Development.

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Staffing</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Organization Advising</strong></td>
<td>To recognize and advise student organizations, student government, and Greeks, providing specialized training and orientations, and programming specific to student organizations. Assistant Director, Advisors, Graduate Assistant, and Interns</td>
<td>Student organization leaders</td>
</tr>
<tr>
<td><strong>Student Leadership Development</strong></td>
<td>To facilitate the Leadership Steering Committee, an on-campus think-tank and advisory council; to provide training and support to staff working with student leaders; to provide administrative support and oversight for Leadership Credits; to coordinate and provide leadership development to students-at-large in the form of retreats, workshops, courses, and conferences. Coordinator, Graduate Assistant, Interns</td>
<td>Student leaders across campus and departments</td>
</tr>
<tr>
<td><strong>Student Service Organizations Supervision</strong></td>
<td>To provide general management supervision to student service organizations and the PSU Programming Board, as well as administrative support for the Speakers Board. Coordinator, Graduate Assistant.</td>
<td>Student service leaders and Programming Board members</td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td>Central support of the Department including supervision, assessment, coordination, accounting, and administrative support. Director, Office Coordinator, Accountants, Student Staff, Interns</td>
<td>SALP Staff and student leaders</td>
</tr>
</tbody>
</table>
To enrich and integrate students' leadership and academic experiences in order to educate students to be ethical, socially just, civically engaged leaders on campus and in their larger communities.
Summary of Year 1

The overall goals of Student Activities and Leadership Programs are to fully actualize the mission, to increase the number and populations of students reached, and to increase opportunities for engagement. SALP strives to continuously improve our work by being assessment driven through key performance indicators and program goal assessment whenever possible.

As part of the 2009-2013 Strategic Plan, the committee outlined a goal for each of the programs of SALP. Below are progress reports and revised action plans for each.

1. Student-Led Services: To identify support and resources that student-led services need to be effective, safe and well-run.

   Progress Report:
   The original timeline had SALP hiring a Coordinator of Student-Led Services in 2011-12. By taking the opportunity to reorganizing work-loads in the department, we were able to reclassify one of our Advisors. The new position Coordinator of Student-Led Services was filled by Shannon Timm who has had previous experience working with all four student-led services (Food For Thought, Littman Gallery, 5th Avenue Cinema, and Portland State Professional Sound). The position also includes support of the Portland State Programming Board, Speaker's Board, and AAA. We are also ahead of the stated timeline in creating internship opportunities. A new graduate assistant position was funded for the 2010-11 year whose responsibilities include work with the Programming Board.

   Revised Action Plan:
   2010-2011
   • Provide additional support and guidance to student-led services on infrastructure, budgeting, spending, facilities, hiring, training, and operations policies.

   2011-2012
   • Create internship opportunities for students, specifically supporting student-led services.

2. Programming Board: To provide a mechanism for identifying, organizing, and supporting traditional, all-campus events.

   Progress Report:
   The original timeline had SALP working collaboratively with ASPSU and departments across campus to create a vision for a Programming Board. This was accomplished and exceeded. SALP has already exceeded the goals set for 2010-11 by working with a group of cross-campus stakeholders to define a vision of the Portland State Programming Board, created position descriptions, and selected a board. Furthermore, the new Coordinator of Student-Led Services position and the new Graduate Assistant, both of which began July 2010, include support and supervision of the Portland State Programming Board.

   Revised Action Plan:
   2010-2013
   • Provide additional support and guidance to the Programming Board
   • To increase the number and scope of programs
3. Leadership Institute: To increase the support for staff and faculty working with student leaders and to coordinate centralized leadership development programs.

Progress Report:
SALP is on-track with this goal. In 2009-10, SALP took the responsibility of facilitating the Leadership Steering Committee and planning of the Leadership Conference. The Leadership Steering Committee wrote a purpose statement, developed a webpage, and wrote a definition of student leadership. SALP took the opportunity to move ahead with the Coordinator of Student-Led Services earlier than expected; and therefore, will not be hiring a Coordinator for Student Leadership.

Revised Action Plan:

2010-11
- Continue to expand the programs and shared initiatives of the Leadership Steering Committee
- To explore funding and scope for a new professional position
- Take on the responsibility for the Leadership Credit Program, including training and supporting faculty, instructional design, and assessment.

2011-12
- If funding permits, hire a Coordinator of Service-Learning and Leadership

2012-13
- Develop internship program within the Leadership Institute. Explore ideas and partnerships to add more academic based opportunities (courses, practicum, etc.), emerging leader programming and a variety of leadership development opportunities (retreats, trainings, workshops, conferences).

4. Administrative Support: To be thoughtful in the approach to measured growth of the department in order to support retention and satisfaction of staff and student leadership.

Progress Report:
SALP staff work hard to meet this goal by being thoughtful in workload distribution, finding and implementing tools to help staff be more efficient, and by exploring ways expand staff where needed. In winter of 2010, SALP Advisors and Graduate Assistants moved offices into M113 which has helped create a centralized location for student organization resources. Also in 2009-10, SALP implemented a new web-based system, OrgSync, for student organizations. The department has improved tracking and assessment in order to make better decisions about resource and time allocation. In 2010, SALP will be hiring a new Advisor to support international-focused and spirituality student organizations. This will free up more time and resources for the multicultural student organizations and provided more support for international students. In 2010, SALP added an additional Graduate Assistant to support the Programming Board.

Revised Action Plan:

2010-13
- To continue to improve the support, training, and interactions with the SALP Advisory Board, to explore diversified funding streams, to explore needs for office space due to expansion, to continue to find ways to use resources in a responsible and wise manner, to explore the administrative support staffing needs, and to continue to focus on vision, mission, and learning outcomes as we assess progress.
Further issues identified in 2009 planning:

1. The creativity and passion of student organizations is ever expanding. We also anticipate that as the student population increases and changes there will be requests for more and more organizations. The capacity of our current staff to be able to meet the requests of student organizations and student service groups will need to be addressed. Do we cap growth or activities of student organizations? Increase staff? Limit types of organizations?
   Updates:
   Over the past three years, we have actually begun to see a decrease in the number of groups requesting to be recognized. Our assumption is that this mostly has to do with clearer standards for student organization recognition. The number of student organizations has remained relatively stable.

   Although the number of student organizations has plateaued, the types of events and activities have expanded as budget allocations (mostly from the Student Fee Committee) grew. The current strategy in handling the large growth of activity has been two-fold. SALP has worked to hire additional advising staff as well as to create realistic standards for student organization activities that focuses on best practices and learning. The attempt has been to find the balance between supporting the big dreams and creativity of students while creating safe and realistic parameters to pursue those dreams within (see number 2 below).

2. Connected to student leaders having a great deal of creativity in the activities that they would like to take on including brewing beer, service learning in developing countries, shooting off rockets, and racing cars; SALP will need to address risk management and liability issues and research ways that we can use best practices to assure the health, safety, and privileges of student leaders.
   Updates:
   In 2009-10, SALP put a great deal of focus on risk and liability issues. Domanic Thomas, the Assistant Director, is the point person for risk management within the department. He created a risk matrix and risk management standards to be used with student organizations if the activity includes a good deal of physical, financial, or reputational risk. He worked with other SALP staff and campus partners to address the most pressing risk issues, namely international travel and overnight retreats.

3. An expansion of the services that SALP provides to the campus will create a need for more funding. There is a desire to look into diversifying our funding, general funds, revenue from course offerings, student fees, fundraising, and sales.
   Updates:
   Student Affairs has invested in the programs organized by the Leadership Steering Committee. SALP plans on future conversations to explore expanding this funding to include a full-time staff person. Student Affairs has also provided start-up funding to hire a new advisor in 2010 to work with international and spiritual student organizations. SALP will request SFC funding to continue that position in 2011-12.

4. Future retreats will focus on developing a vision specific to SALP by expanding on the Student Affairs vision.
   Updates:
   This will be revisited at a later date.

5. SALP currently is in need of help with creating marketing and outreach materials. This need will grow as we expand services and work to increase the quality of our programs.
   Updates:
Suzanne Flores, an Advisor, has graciously lent her design skills in creating some standard formats and identity standards for our office. Marketing and design is an area that we will need to put more investment in the future.

6. Collaboration with key stakeholders will need to continue in order to make the additional programs viable. For example, the Programming Board is currently in the visioning stages with stakeholders from Student Government, Residence Life, Smith Memorial Student Union, University Communications, Campus Recreation, and others.

   **Updates:**
   The development of the Portland State Programming Board included a great deal of involvement from across campus. Similarly, the work of the Leadership Steering Committee is successful because of the cross campus collaboration.

7. New staff will increase our need for more space or creativity with current space allocation.

   **Updates:**
   SALP successfully proposed to move advisors and graduate assistants into the M113 suite. Staff finished moving into the space Winter 2010. Centralizing the advising and programming staff has been wonderful. Now that we will be adding additional staff, we will need to get creative about sharing or expanding space.

8. In order to honor where SALP has come from, there was a request to put together a longer history of the department.

   **Updates:**
   This will be revisited at a later date.
Five Year Plan

2009-10
- Continue with 2009 staffing
- Explore shared/expanded office space
- Take over responsibility for Leadership Steering Committee and events
- Initial organization of the Portland State Programming Board
- Implement Orgsync system

2010-11
- Reorganize current staff to add Coordinator of Student-Led Services - includes work with Programming Board (done)
- Add a Graduate Assistant position for Leadership Development work (done)
- Take on Leadership Credit facilitation (done)
- Direct funding for Programming Board (done)
- Add an Advisor position (SFC)

2011-12
- Increased accounting support (SFC)
- Increased funding for Leadership Development (general fund)

2012-13
- Add Leadership Development staff position (general fund)
- Increased funding for Programming Board (SFC)

2013-14
- Fully staffed and funded
**Measurement of Success- Key Performance Indicators**
*Measurements recorded for 2009-10 are bolded.*

**Student Success:**
As SALP strives to enrich and integrate students’ leadership and academic experiences our ultimate goal is for them to be successful students. This will be measured using the following key performance indicators:
- **Average GPA’s of participants**
- Graduation rates
- Student reflection on personal growth and self-actualization
- Number of students who have developed resumes

![Average GPA Comparison 2009-10](image-url)
Engagement:
As we work toward Portland State’s vision of having engaged students, we will measure our success in engaging students as seeing themselves an integral part of campus by:

- **Number of students voting in student elections**
- Diversity of student leaders running for student government (including prior leadership experience)
- Students-at-large reporting that they are familiar with engagement opportunities available
- Number of students in leadership positions on campus
- Number of students who are members of groups
- **Retention of new student organizations**
- Number of students who create co-curricular transcripts
- Number and diversity of attendees at Programming Board events
- Number and diversity of participants in Leadership Development programs
- Follow-up with alumni participants regarding affinity with the University

**Engagement: Students voting**

Percentage of students who voted in the student government election Spring 2010.  

2.5%

**Engagement: Retention of new student organizations**

Percent of new 2009-10 student organizations retained for 2010-11.  

57%
Leadership:
SALP works to engage students with Portland State by providing opportunities and educating students to be ethical, socially just, and civically engaged leaders. This will be measured by:
- Rubric (pre/post) based on learning outcomes
- Self-reflection of student leaders on the learning outcomes
- **Upholding Community Standards**
- Number of community service hours completed
- Retention of student leaders in one year

### Leadership: Community Standards

| Number of student organizations who were referred and went through a community standards process. | 6 |
| Percent of those student organizations that successfully completed all sanctions and without repeat concerns. | 66% |
Program:
In order for SALP to be successful in any of the above areas, it must also be functioning in an effective and efficient manner. This will be measured by:

- **Satisfaction of services**, trainings, and events
- Number of attendees at trainings and events
- CAS benchmarking
- Participation of faculty and staff in Leadership Institute programs
- Being recognized as an expert on campus and regionally in the work that we do

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**Trends on perception of advisor**

<table>
<thead>
<tr>
<th>Percentage of students who agree</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holds me accountable and responsible</td>
<td>90</td>
<td>80</td>
</tr>
<tr>
<td>Understands my group</td>
<td>75</td>
<td>70</td>
</tr>
<tr>
<td>Helps me explore my leadership role</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>Clearly explains policy</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Is available</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

**Advising Satisfaction**

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rings</td>
<td>85</td>
<td>77</td>
<td>66</td>
</tr>
</tbody>
</table>

The number of responders to the annual survey went down quite a bit in 2009-10, making the error rate quite large (+/- 10 points).

**Front Desk Satisfaction**

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<tr>
<th></th>
<th>2007-08</th>
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