

# STRATEGIC PLAN

*Division of Enrollment and Student Services*  
2018 - 2023



**PATHWAY TO  
STUDENT SUCCESS**

## MESSAGE FROM VICE PRESIDENT

In keeping with the mission and strategic objectives of SUNY Fredonia, the Division of Enrollment and Student Services' five-year strategic plan is a collaborative effort across all departments and units within the Division. The Division cultivates a campus community that is supportive, caring and friendly for students, faculty, staff and our community stakeholders. We view ourselves as central to the University's mission of preparing students to become *Skilled, Connected, Creative, and Responsible* global citizens and professionals.

The 2018-2023 divisional strategic plan entitled, **Pathway to Student Success**, was developed to support students through: (1) cultivating learning and development experiences; (2) enhancing infrastructure to provide excellent service and programming; and (3) encouraging healthy, ethical, and responsible behavior. The objectives in **Pathway to Student Success** are centered on our divisional purpose - to foster involvement, growth, and development in safe, healthy, and inclusive campus communities. In all that we do, we keep students at the center.

**Pathway to Student Success** incorporates strategic priorities from across the division. Detailed Action Plans (including success indicators and outcomes, measurement of progress, timelines and resource allocation) are developed and progress is reported in annual reports. In addition, each department in the division has its own assessment and evaluation team that guides its work in keeping with the unit's mission.

**Pathway to Student Success** allows us to work together responsibly and collaboratively to create responsive programs and policies that serve students and their stakeholders.

Let's Go Big Blue!



Dr. Cedric B. Howard  
Vice President

## MISSION

In support of Fredonia's **Blueprint for Excellence** strategic plan and Baccalaureate Goals, the division will create pathways to support students in their development of skills leading to personal and academic goals, foster responsible citizenship, and enrich the student experience in a global society.

## VISION

The division strives to provide transformative pathways where students are empowered to develop as leaders, embrace diversity, and become life-long contributors in a global society.

## CORE VALUES

- **Student Success:** *Creating pathways to transformative learning environments for students and those who serve them.*
- **Excellence, Collegiality, and Professionalism:** *Modeling professionalism through collaborative, ethical leadership, integrity, credibility, respect, consistency, customer service, and effectiveness.*
- **Respecting Diversity, Inclusiveness, and Global Understanding:** *Standing for a sense of community where all individuals are valued.*
- **Assessment and Accountability:** *Continually evaluating and improving practices in order to hold professionals accountable through the collection and use of assessment evidence.*

## Strategic Plan Task Force

### Co-Chairs

Michael Lemieux, Student Involvement

Daniel Tramuta, Enrollment Services

### Members

Julie Bezek, Health Promotions

Deborah Dibble, Student Health Center

Brandon Gilliland, Financial Aid

Kathy Forster, Residence Life

Khristian King, Intercultural Affairs

Rachel Martin, Campus Life Programming

Jeff Meredith, Athletics

Mark Suida, Campus Life Administration

Brandon Williamson, Admissions



## Goal One

In connection with Fredonia's Strategic Plan "Theme of Growth" and ESS "Core Value of Student Success," the division will provide strategic leadership in facilitating efforts to recruit, enroll and retain talented students who are accomplished in extracurricular endeavors and broadly diverse.

### Performance Indicators

- A. Increase first-year, transfer, and graduate student enrollment to accommodate an overall headcount of 5,400 students by 2023. Establish programs and services that foster an inclusive campus culture that contributes to university retention and completion goals in accordance with the SEM Plan.
- B. Establish and achieve measurable new student recruitment and enrollment goals for both fall, spring, and summer recruitment efforts.
- C. Expand culture of planning by integrating a 24-month recruitment planning calendar across divisions, departments and units.
- D. Expand the social narrative of student success through online, social media marketing and print publications.
- E. Expand the use of peer recruiters to expand Fredonia's reach to every high school and prior college that our current students attended.
- F. Develop and deliver high impact and multi-layered pre-college programs to regional school districts that promote career and college readiness.
- G. Create and encourage opportunities for staff to participate in activities that support student success.



*Housing Move-in Crew for New Students*



*Men's Ice Hockey*

## Goal Two

In support of Fredonia's Strategic "Theme of Student Experience" and ESS "Core Value of Excellence, Collegiality & Professionalism," the division will meet the needs and interests of Fredonia students and staff promoting a sense of community, engagement, responsibility and co-curricular development; while supporting personal health, safety and wellness.

### Performance Indicators

- A. Develop intentional programs and services that facilitate student learning and competency development to prepare students for a successful college experience and post-graduation success.
- B. Create a culture of ownership tied to the "student experience" and understanding of all staff members role in student development to better serve students.
- C. Promote and enhance Blue Devil pride by fostering responsible commitment to citizenship, community and civility through collaborations and partnerships both internally and externally that contribute to the growth and development of Fredonia Students.
- D. Provide experiences that connect students to the Fredonia campus community as an alumni for a lifetime.
- E. Create and implement health and wellness programs which establish a campus climate for responsible decision making, and a life-long commitment to wellness.
- F. Encourage and provide financial support for staff professional development activities by increasing opportunities to participate in national, regional, and statewide conferences.
- G. Identify best practices for student engagement and support for all staff in order to obtain a higher understanding and sensitivity of the diverse populations we serve while providing cross-divisional sustainable programming, training and interactive collaboration.



*Promising Leaders - Program for High School Students*



*Paws to Relax*

## Goal Three

In accordance with Fredonia's Strategic "Theme of Equity and Culture" along the ESS Core Value of "Respecting Diversity, Inclusiveness and Global Understanding," the division will foster a campus climate of acceptance and accountability by striving to prepare all members of the division and the communities that we serve to thrive in an intercultural society.

### Performance Indicators

- A. Develop divisional training and workshops on emerging topics affecting students and staff such as dealing with micro-aggressions, providing exceptional customer service, and working with diverse communities.
- B. Foster an environment where all campus members are empowered to share responsibility for the health, safety, and well-being for the campus community.
- C. Identify and improve processes, services and resources to meet the unique needs of underserved and underrepresented student and staff populations.
- D. Provide training, networking and information sharing opportunities for support staff to develop skills and a fundamental understanding of student development theory in order to assist students to become self-reliant, resilient and engaged in self-discovery both in and out of the classroom.



*Homecoming Pep Rally*



*Intercultural Student Leaders*

## Goal Four

In support of Fredonia's Strategic "Theme of Student Experience" and ESS "Core Value on Assessment and Accountability," the Enrollment and Student Services division will develop "Methods of Evidence" that define and demonstrate the effectiveness of ESS programs and facilities on student success.

### Performance Indicators

- A. Monitor and assess student usage (participation rates) in/of division programs, services and facilities.
- B. Assess student satisfaction with the student experience.
- C. Establish educational and personal outcomes associated with student success.
- D. Share assessment data across the division.
- E. Identify and utilize appropriate assessment tools to measure desired outcomes.



Fall Sweep



Graduation Day



**Pathway to  
Student Success**



*Division of Enrollment and Student Services  
Leadership Team*

For more information about SUNY Fredonia, Division of Enrollment and Student Services, please visit our website or contact us.

## **Contact Information**

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