

**University of New Mexico**  
**Office of the Associate Vice President of Student Services (AVPSS)**  
**Five-Year Strategic Plan Executive Summary**  
**FY 2013 - FY 2018**

---

### **Introduction**

The Office of the Associate Vice President of Student Services (AVPSS) is a collective of student-focused programs designed to provide holistic academic, professional and social support. Since its inception, Student Services has provided programs and a community of networks for student referrals, leveraging of resources, and university-wide internal support. As the 21<sup>st</sup> Century unfolds, AVPSS is expanding its vision to encompass the growing role of “educational support structures” and the innovations needed to provide a synergistic, comprehensive and cohesive system dedicated to every student’s success.

### **Components, Priorities and Goals:**

1. **Economic Development/Real World/Experiential Learning:** Student Services provides experiential learning and research opportunities – inside and outside the classroom – that support students’ academic and professional growth.
2. **Twenty-first Century Skills:** Student Services understands and assimilates into its programs 21<sup>st</sup> Century education and skills needed in a student’s overall success at UNM and in the world beyond the classroom. Over the past decade, many organizations have advocated the need for core academic knowledge infused with the complex thinking, life and work skills (i.e. “Twenty-first Century Skills”) required for success in college, life and careers in the 21<sup>st</sup> Century.
3. **Student-Centric, Data-Driven Decision Making:** Student Services is continually assessing the metrics that provide the direction in ensuring continuous program improvement. Student Services’ professional and student staff are dedicated to each individual student’s success. Thus, all services and programming are student-centric, data-driven, and designed to provide an optimal learning and support environment.

### **Vision:**

Creating a culture within Students Services which promotes education, research, wellness and economic development in the 21<sup>st</sup> Century and beyond by providing leadership, services and programs designed to strengthen communities, serve society, and encourage the pursuit of life-long learning *to ensure every student will be prepared to be a productive citizen of our local and global community in the 21st Century.*

### **Mission:**

To provide students a seamless support structure focused on the development of skills, aptitudes, and behaviors necessary to succeed in pursuit of postsecondary education, lifelong learning & viable career pathways. Student Services nurtures learning, engagement, and retention through supportive programs, the active endorsement of graduate studies, and the promotion of health & well-being of every student.

### **Goals:**

- Serve UNM as an integral component in student academic and career success.
- Foster leadership in the UNM Community.
- Develop role models for future generations.
- Partner with UNM stakeholders in efforts aimed at improving the well-being of New Mexico.

## **Strategic Planning: FY 2013 – 2018 Goals, Objectives, Timeline:**

### **Year-one:**

- 1) Strengthen the cohesiveness and focus of Student Services by refocusing AVPSS goals and communications, from top to bottom in alignment with UNM 2020 (*The Future Picture of UNM in 2020*); The Foundation of Excellence Dimension Committee Reports (e.g. *report on The First College Year*) and AVPSS Five-Year Strategic Plan (FY 2013-18).**
  - a. Accountability:** Includes fiscal management, performance, assessment, continuous program improvement based on current knowledge/research, ongoing innovation, and data in program areas focused on all students' achievement and success.
  - b. Vision/Action Plan:** Each department/program responsible for developing written Strategic Plan to be revisited and updated regularly to ensure accountability.
  - c. Communication:** Internal and External: Work with one another, UNM community and external community to strengthen student success in NM and nationwide.
  
- 2) Establish, develop and maintain an ongoing, comprehensive assessment and reporting structure integrated into the University's infrastructure.**
  - a. Dashboard:** <http://avpss.unm.edu/>
  - b. Individual reports and websites**
  
- 3) Professional Development.**
  - a. Develop ongoing professional development and leadership groups/classes for directors, professional and student staff tapping in to internal & external expertise in varied venues.**
  - b. Research, promotion and documentation of empirically proven 'Best Practices.'**
  - c. Provide internships for students interested in pursuing careers in Student Service areas.**
  
- 4) Strengthen collaborative relationships with Academic Affairs to promote Student Success by forging partnerships and developing proposals with student service personnel working with faculty, staff & administrators in UNM various colleges, departments, institutes and the Office of Academic Affairs.**
  - a. Develop, continuously update, and share a resource list of those interested in collaboration and their area(s) of interest in order to encourage and increase funding for these ventures.**
  - b. Build on already established partnerships to strengthen student support services and address current challenges, needs and issues facing students in the 21<sup>st</sup> Century.**
  
- 5) Develop and prepare 2-3 proposals, which are funded and strategically align with AVPSS Five-Year Strategic Plan (FY 2013-18) based on current need(s) of the community, NM, UNM & AVPSS programs and available funding opportunities corresponding to these needs.**
  - a. Currently, AVPSS is utilizing its resources mainly in three areas:**
    - 1) Increase/strengthen P20+ educational pipeline & college/career readiness & success for all students;
    - 2) Increase STEM program support, and
    - 3) Provide undergrads with research opportunities through an Undergraduate Research Center (U-ROC).

**Five-year:**

- 1) Support Student Services vision, mission, and goals by actively searching for diverse grant opportunities – including federal, state, foundation and corporate grants – to support the vision, mission, goals and priorities of the Office of Student Affairs – ensuring every student has the support and opportunities they need to be productive members of a 21<sup>st</sup> Century society.
- 2) Broaden funding areas for Student Services – to include NSF funding, Institute of Education Sciences (IES) funding, and more grant opportunities for Student Services aligned with the directors’ strategic direction for their divisions.
- 3) Work with Student Services personnel to strengthen Student Services “pipeline” (P – 20+) by assisting in developing partnerships with community and local education agencies to ensure every student in NM has the opportunities needed to be college and career ready.
- 4) Emphasis on Professional Development of directors, professional and student staff by encouraging ongoing learning and offering opportunities (e.g. workshops, discussion, leadership groups/activities, internships) supporting ongoing professional development and learning.
- 5) Develop and refine models of best practice in Student Services through publications, conferences, workshops and seminars with internal and external partnerships/collaborations.
- 6) Evaluate strategic direction plan on an ongoing basis (i.e.at least once/semester) to ensure that the plan is a “living document” to assess progress toward goals and re-assess adequacy of priorities. Use of data to drive decision making. Annual (January) outlining of goals/priorities for the year ahead (e.g. in January, 2014 develop Year 2 strategies/action plans/objectives for upcoming year).

**For Critical Components/Priorities/Goals/Action Plan(s) Aligned with SMARTERS Objectives:**

(Note: SMARTERS objectives: Specific, Measurable, Attainable, Realistic, Timely, Evaluate, Reevaluate and Strategic, i.e.. consistently aligned and realigned with the living document which is the AVPSS Strategic Plan).

Please see the complete AVPSS Five Year Strategic Plan Document available online at <http://avpss.unm.edu/>.