



Holden Center for Leadership and Community Engagement

Strategic Plan 2013–18

Division Core Purpose

The Division of Student Life supports the University of Oregon’s teaching, research, and community service mission by transforming and advancing student learning and success.

Division Vision

The Division of Student Life provides and promotes exceptional and transformative experiences that prepare students to be healthy, successful, inspired global citizens. Within collaborative and inclusive communities that embody the values of diversity, innovation and social justice, we actively facilitate experiential learning and engage students in meaningful and deliberate activities, programs, and services.

Division Core Values

In addition to the values set forth in our vision, the Division of Student Life values and is committed to:

- Integrity
- Multicultural competence
- Caring & Compassion
- Sustainability
- Innovation & Adaptability
- Accessibility
- Personal development
- Responsible stewardship

Division Key Strategic Goals:

In pursuit of our core purpose, vision and core values, we have identified three key strategic goals to focus our priorities. The Division of Student Life will:

1. Create an exceptional experience for every student.
2. Serve as a model of equity, inclusion and collaboration.
3. Prioritize decisions using evidence-based analysis, working to maximize effectiveness and efficiencies.

Goal #1: Create an exceptional experience for every student.

Holden Center Objectives:

- a. Facilitate and promote meaningful co-curricular opportunities that develop students' ability to think and reason effectively, engage with others and the community, and thrive personally and professionally.
 - i. Craft programming that meets the needs of incoming, first-year students
 - ii. Support exceptional leadership development on campus
 - i. Host a campus-wide recognition event by spring 2016
 - iii. Enhance existing programs through student empowerment, curriculum revision, and targeted assessment
 - i. Develop student-learning outcomes for all programming by fall 2014
 - ii. Integrate the coalition of projects model into the DuckCorps program by fall 2015
 - iv. Introduce new programming (as resources and capacity allow) focusing on leadership development theory and practice in and out of the classroom
 - i. Develop a values and ethical congruence workshop by Fall 2015
 - ii. Launch the third programmatic area of focus for the Holden Center – Innovation—with new programming around creativity and innovation by fall 2017

- iii. Convene stakeholders regarding an interdisciplinary leadership studies minor by fall 2014
 - v. Leverage new and existing resources
 - i. Secure appropriate resources and FTE to develop and launch a multi-year, cohort based program by fall 2018
 - ii. Secure appropriate resources and FTE to develop and launch a leadership certificate program by fall 2017
- b. Provide highly responsive services that allow students to focus on academic and co-curricular successes.
 - i. Showcase alternative break opportunities from across campus
 - i. Convene units and individuals facilitating alternative break opportunities across campus in an attempt to develop a centralized and comprehensive resource for UO sponsored alternative breaks by summer 2016
- c. Identify and promote experiences that have been proven to increase retention and graduation rates, especially for underrepresented students.
 - i. Showcase the impact of Holden Center programs on retention
 - i. Establish metrics to evaluate retention impact across all programs by fall 2015

Goal #2: Serve as a model of equity, inclusion, and collaboration.

Holden Center Objectives:

- a. Integrate principles of equity, inclusion, and collaboration into programs and services.
 - i. Initiate collaborative efforts that explore and enhance global perspectives

- i. Convene units and individuals facilitating alternative break opportunities across campus in an attempt to develop a centralized and comprehensive resource for UO sponsored alternative breaks by summer 2016
 - ii. Initiate and leverage strategic, long-term partnerships with community partners that enable unique experiences for UO students
 - i. Develop two methods to inform alumni and parents about the purpose and activities of the Holden Center
 - ii. Develop two opportunities for alumni and parents to represent the Center and advance its mission
 - iii. Showcase the diversity of student participants among Holden Center events and programs
 - i. Report the institutional diversity characteristics across all programming by fall 2016
- b. Integrate principles of equity, inclusion, and collaboration into employee training, supervision, and evaluations.
 - i. Integrate exploration of socio-cultural issues and diverse perspectives into staff development
 - i. Revise staff development content and structure to include exploration of cultural competencies and the inclusion of diverse perspectives by fall 2014
- c. Systematically evaluate programs, services and personnel to ensure that they meet the goals of the Division's multicultural organizational development plan.
 - i. Examine current curriculum and staff development efforts to identify opportunities to improve

- i. Revise staff development content and structure to include exploration of cultural competencies and the inclusion of diverse perspectives by fall 2014
- ii. Revise curriculum and program content to include cultural fluency components in all programming by fall 2015

Goal # 3: Prioritize decisions using evidence-based analysis, working to maximize effectiveness and efficiencies.

Holden Center Objectives:

- a. Consistently track and use data to inform practice that will increase student retention, engagement, and persistence.
 - i. Identify data needed and develop necessary data collection processes
 - i. Establish benchmark standards for nationally recognized, best-practice leadership center, updated biennially
 - ii. Implement benchmarking study by spring 2015
 - iii. Implement attendance taking within all Holden Center programs by fall 2014
- b. Integrate entrepreneurial and other innovative revenue generating ideas into budget decisions in an effort to reduce the economic costs to students.
 - i. Initiate and leverage strategic, long-term partnerships with community partners that enable unique experiences for UO students
 - i. Develop two opportunities for alumni and parents to sponsor and advance specified initiatives and programs
- c. Approach all new facilities and renovations with an eye toward innovation, sustainability and inclusion.