



**STRATEGIC PLAN**  
**ADVANCING THE NEXT GEN K-STATE**  
October 2, 2024

**KANSAS STATE**  

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**UNIVERSITY**

Division of Academic Success  
and Student Affairs

## VISION

The Division of Academic Success and Student Affairs (DASSA) will create a welcoming, learning-focused community which enhances student success through healthy, holistic, and transformative experiences.



## MISSION

The Division of Academic Success and Student Affairs cohesively builds, develops, and paves the way for student well-being and success. Collaborating with students, academic partners, and the greater community, we focus on connection, experiential learning, and holistic engagement to enhance students' personal, academic, and career growth.

## STRATEGIC PLAN COMMITTEE

- **Kevin Cook**, Director, Communication and Parent Engagement (co-chair)
- **Mariya Vaughn**, Assistant Director, K-State First (co-chair)
- **Sarah Bechtel**, Student
- **Chris Bowman**, Director, Morrison Family Center for Student Wellbeing
- **Jacob Brown**, Student Government
- **Brandon Clark**, Program Coordinator, Student Belonging and Inclusion
- **Brad Cunningham**, Technology Administrator
- **Cindy Diederich**, Director, HR and Business Management, K-State Student Union
- **Armando Espinoza**, Associate Director, Recreational Services
- **Amanda Etter**, Director, Military Affiliated Resource Center
- **Sarah Heiman**, Director, Student Programs and Involvement
- **Kerry Jennings**, Assistant Director, Facilities Management, Housing and Dining Services
- **Camille Korenek**, Unit Director, Housing and Dining Services
- **Luke Matulewicz**, Assistant Director, Academic Achievement Center
- **Rebeca Paz**, Director, First Generation Student Center
- **Whitney Penn**, Assistant Director, Student Recruitment and Marketing, Housing and Dining Services
- **Janelle Rieger**, Assistant Dean, Student Support and Accountability
- **Darius Skillen**, Student
- **Brent Weaver**, Learning Assistant Coordinator, K-State First
- **Alexandria Wilson**, Assistant Director, Fraternity and Sorority Life
- **Anthony YBarra**, Associate Director, Career Center

## CONSTITUENT ENGAGEMENT

In the fall of 2023, a strategic plan committee was formed. An intentional effort was made to ensure that all aspects of the Division of Academic Success and Student Affairs were represented. This included entry level and seasoned professionals, folks who worked in the various departments and units and current K-State students, undergraduate and graduate. This group worked to create a unifying mission and vision statement. Additionally, they helped hone goals related to each of the eleven imperatives.

In addition to the committee, feedback was solicited from the DASSA leadership forum, that consists of 40 key department and unit leaders throughout the division. They provided input on the mission and vision and the goals. Finally, members of the K-State Parents and Family Advisory Board also provided feedback relative to DASSA's role in the eleven imperatives.

## GOALS AND METRICS

### PRIORITY 1: ENHANCE STUDENT RECRUITMENT AND RETENTION

*Recruitment and retention is a high priority of the university's Next-Gen Strategic Plan. DASSA is dedicated to being a key contributor to this effort.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Improve event offerings for prospective student sub-populations in collaboration with enrollment management.	During Spring 25, inventory events. By Fall 25, enhance and create necessary additional targeted events for various prospective student sub-populations in collaboration with enrollment management.	Catalogue of events, plan for improvements, Fall 25 events calendar.
Housing and Dining and K-State Student Union is a hub for all camps and conferences at K-State to increase conference revenue.	Develop process and systems to utilize Housing and Dining and K-State Student Union as hub for all camps and conferences at K-State beginning during Fall 26 and expanding yearly. Increase net conference revenue by 100% from 2023 baseline by 2027.	By Fall 26, a clear process and system will be created, implemented, and communicated. Increase revenue by 100% by 2027.
In alignment with Strategic Enrollment Plan, develop and enhance cross functional and cross college/unit teams focused on retention and outreach including strategic student communication.	Hire Director of Retention and Persistence to coordinate and lead intentional campus-wide retention efforts by Fall 2024. By Spring 2025, develop collaborative teams/committees across colleges and DASSA units to research barriers inhibiting student retention across our campuses.	Position posted and filled by Fall 2024. By Spring 2025, teams/committees across colleges and units within DASSA are meeting and have indicated next steps to address and remove barriers and engage in proactive outreach to students in an effort to raise retention rates by 5% by 2030.
	Develop a comprehensive and student-centered website, focused on student success resources.	By Fall of 2025, develop and publish a comprehensive, easy to navigate, student-centered website, that is focused on student success resources.
	In collaboration with campus community, create a communication plan that appropriately segments student audiences and delivery modalities which accounts for student development theory and academic calendar to increase awareness and usage of key retention resources.	Determine best types of communication to reach students at time of need. By Fall 2026, create various sets of communications plans: social media, Navigate, email, text prompts, calendar events, K-State Today.
Utilize K-State Student Success Playbook guidance for improving advising, student communications, and student success pathways.	Fully implement recommendations from K-State Student Success Playbook by 2026.	Complete playbook tasks and outlines.

## GOALS AND METRICS

### PRIORITY 2: PROMOTE CAREER DEVELOPMENT AND APPLIED LEARNING

*DASSA will enhance students' career readiness by bridging the gap between academic learning and real-world experiences.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Identify core skills and knowledge that can be developed during student employment opportunities.	Beginning Fall 2026, review current DASSA student employment practices and develop division-wide applied learning core skills and knowledge for student assessment.	100% of division employers will assess each student's applied learning progress at least semesterly.
Identify opportunities to enhance career service offerings and engagement.	Secure an external review of career services offerings in Fall of 2024.	By the end of the fall semester of 2024, review recommendations, and develop action plan to implement accepted recommendations. Begin implementing recommendations in Spring of 2025.

### PRIORITY 3: LEVERAGE TECHNOLOGY AND DATA FOR STUDENT SUCCESS

*While identifying and developing appropriate uses for generative AI, DASSA will deploy academic degree planning tools and utilize data to advance retention and student success efforts.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Identify and operationalize a coordinated academic plan system.	Fall '24 Collaborate with SEM and Registrar to identify and evaluate existing degree planning tools available.	100% of new Freshmen fall of '26 will engage with the planning tool at NSO Advising or during Fall '26 priority registration.
	Spring '25 Gather consensus from advising community to select either an existing degree planning tool or recommend need for RFP.	Completion of strategy.
	Summer/Fall '25 Launch implementation of an existing degree planning tool OR launch RFP process.	Completion of strategy.
To support improved decision making, partner with SEM and DAIR to utilize quantitative and qualitative data to advance retention and student success efforts.	AY 24-25 Establish working team with Division of Assessment and Institutional Research (DAIR) and EAB Navigate administrator to identify best tools for capturing and reporting related to leading retention indicators then develop protocols, expectations, and reporting for proactive use of leading retention indicators.	New Student Data Analytics Dashboards launched for Fall '25 usage.
	AY 24-25 in conjunction with DAIR and SEM collect data from strategic partners on the use and effectiveness of existing dashboards through listening sessions at UAC, CAPP, Deans meeting, DASSA Exec.	Completion of strategy.
	Spring of '25 Establish cross division team with DAIR and ACE (DASSA) to select tool for capturing and reporting leading indicator data points and develop protocols, expectations and reporting for proactive outreach driven by leading indicators.	Completion of strategy.

## GOALS AND METRICS

### PRIORITY 3: LEVERAGE TECHNOLOGY AND DATA FOR STUDENT SUCCESS, CONT.

*While identifying and developing appropriate uses for generative AI, DASSA will deploy academic degree planning tools and utilize data to advance retention and student success efforts.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Identify and develop appropriate uses for generative AI.	By Spring of 2025, pilot use of proactive student engagement platform that utilizes AI, chatbot and texting functions to assist reaching out to students and connecting them to key support resources and programs.	Completion of strategy, increased student retention %.

### PRIORITY 4: ENHANCE WELL-BEING INITIATIVES

*As a Health Promoting University, K-State will foster health and well-being for the entire campus community—students, staff, and faculty—thereby supporting a sense of belonging and promoting health for all. This commitment will enhance student recruitment and retention by nurturing an environment that prioritizes holistic well-being and connection.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Utilize the Health Promoting University (HPU) framework to enhance awareness, engagement, and access to well-being practices and resources across campus.	Educate the campus community on the aspirations, key concepts, and calls to action of the Okanagan Charter to foster a culture of health and well-being.	75% of KSU students surveyed in the Spring 2028 National College Health Assessment will report health and well-being is a priority at Kansas State University.  By Spring 2026, provide access to dashboard that displays KSU health and well-being data.
Identify and advance opportunities to proactively embed health into all areas of K-State.	Initiate a collaborative effort with first-year student programs (e.g., K-State First, Trio, peer mentors, FSL, residential life, Wildcat Pause Day) to enhance the integration and support of well-being initiatives (ie Rec Services, Powercat Financial, Cat's Connect) for incoming students.	By Spring 26, create a reporting framework for well-being and initiatives.  By Spring 28, 100% of first year students will have participated in, or completed a well-being program or initiative.

### PRIORITY 5: SECURE FUNDING AND PARTNERSHIPS

*The work of DASSA is inherently collaborative, however as we move towards being a Next Gen Land Grant University it is imperative that key initiatives and partnerships be prioritized. Additionally, securing additional funding to support the work will allow us to expand and enhance learner success.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Maximize Powercat Financial initiative within Kansas high schools to meet state expectation for financial literacy.	Full roll out by 2028, pilot beginning in Spring 2025 with continual growth until the goal of 2028.	# of Kansas High Schools involved, # of teachers provided training and resources.
Integrate partnerships and collaboration into department evaluation and review processes.	By Fall 2026, all departments undergoing a CAS review will need to demonstrate how they collaborate within the division and across the university.	Completion of strategy.

**PRIORITY 5: SECURE FUNDING AND PARTNERSHIPS, CONT.**

*The work of DASSA is inherently collaborative, however as we move towards being a Next Gen Land Grant University it is imperative that key initiatives and partnerships be prioritized. Additionally, securing additional funding to support the work will allow us to expand and enhance learner success.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Increase funding from external sources, including grants and donations, to further support learner resources while maintaining state and tuition funding.	By Fall 2028, DASSA should submit an additional 10 grant applications to internal and external grant organizations. Ultimately hoping to increase grant funding by 50%. By Fall of 2026, identify 4 key fundraising priorities for DASSA.	# of grant applications, grant dollars acquired, # of fundraising priorities, \$ fundraised for key DASSA priorities.

**PRIORITY 6: OPTIMIZE ORGANIZATIONAL EFFECTIVENESS**

*DASSA is a collective of many integral programs, partners, and units that need to be able to work together seamlessly and have clear guidelines on how to collaborate effectively in order to help support not only our student learners, but our colleagues as well.*

GOALS	STRATEGIES/INITIATIVES	OUTCOME MEASURE/METRIC
Implement a centralized accounting system within DASSA	Provide effective training and education regarding centralized accounting system.	Hire, train, and educate individuals responsible in each unit for budgets, accounting, and overall fiscal responsibilities on the centralized accounting system by Summer 2025.
Evaluate organizational structure and position alignment to maximize human resources	Fall of 2024, team will be assembled to do analysis of coaching programs across the division to determine alignment and opportunities for collaboration. Use this work as an template for work in other areas where there is operational and functional overlap.	
Enhance division-wide professional development efforts and new staff onboarding	Create DASSA onboarding process and expectations.	Create standardized DASSA onboarding processes and expectations for all new hires that can be supplemented with each program’s individual onboarding components within the unit by Fall 2025.