



**STUDENT AFFAIRS
STRATEGIC PLAN 2021-26:
A PUSH TOWARDS EXCELLENCE**

2021-
2026

DAEMEN
COLLEGE

INTRODUCTION



In June 2015, the Daemen College Division of Student Affairs engaged in its first ever strategic planning process that culminated with the creation of *A Model of Student Excellence: Student Affairs Strategic Plan 2016-21*. Five years later, the division, campus life, and the physical environment have transformed significantly. We are proud that much of what we set out to do has been accomplished resulting in over \$2.7M in campus improvements that provide a foundation for the future. We are a different organization—and campus—then we were only five years ago. As we come out on the other side of the COVID-19 pandemic, and a country at a crossroads, American colleges and universities must once again provide a place where students can find answers and directions.

Student Affairs is more than just administration of basic outside the class operations. Instead, it is the outside the class experience where students receive context for their curriculum; where they learn how to problem solve and think creatively; where they build personal and professional relationships that will guide them after graduation. As we look at how we might continue making the student experience engaging and robust for all students, we must also face the harsh realities of our world, our campus, and our division. While we can be proud of all that we have accomplished over the past five years, which is summarized in this

document, we must also not be satisfied with those results. We must use what we know about our students, and the state of the world, to drive us to be agents of change. While we cannot control what happens outside our campus, we must control how our campus environment and geography affects student living and learning. As a multi-campus college, we must think of the student life experience being able to permeate boundaries and extend to a diverse population on the other side of the state. And above all else, we must be prepared, as professionals, to have honest and thoughtful conversations on race, equity, and privilege, being prepared to make change and challenge community members to be inclusive in thought and action.

The following document builds on *A Shared Vision: Daemen's Emerging National Distinction, Strategic Plan 2020-25*, and discusses the ways this division will aid in the successful implementation of that plan.

A LOOK BACK



A Model of Student Excellence: Student Affairs Strategic Plan 2016-21 identified four (4) strategic directions (Infrastructure, Staff Development, Student Growth and Success, and Campus Climate) upon which a set of ambitious, yet realistic goals and objectives were identified and examined. These goals and objectives were assessed twice per year to judge progress, efficacy, and continued relevance. From these four strategic directions, 10 goals and 54 objectives were identified and pursued. After five years of focused intent and effort, the results are remarkable; we had great success and noted 40 objectives as completed and/or on-going.

The first strategic direction (Infrastructure) proposed to invest in infrastructure improvements to improve the student experience and ensure a more efficient use of people and resources. Within that strategic direction goals were focused on advancements in 1) technology; 2) facilities; and 3) fundraising. Of the 25 objectives included within these goals, there were many accomplishments made that have improved operation, function and service to students. Highlights include: implementation of residence life and housing software which greatly improves administration of roommate selection and assignment; card access installed throughout campus including Canavan residence hall, several campus apartments, and

other academic and co-curricular spaces; the transition of health and counseling records from paper to digital resulting in approximately 98% of files now being electronic; and the installation of a generator to power much of the Wick Student Center during a power outage.

Proudly, the Wick Student Center looks very different than it did five years ago. Specifically, the Counseling Center was relocated to the Wick Student Center and incorporated with Health and Insurance Services and Prevention Education to form the new CHIP Center. This was completed with minimal cost and was a major improvement benefiting students' privacy and supporting their wellness overall. Entrances on both sides of the building were replaced to increase alcove size and handicap accessibility on each side. The Wildcat Den replaced the formerly named Cyber Cafe in 2016 which modernized the aesthetic of the space, increased seating and entertainment space, as well as dining options. The main dining hall is currently undergoing a major renovation with the final phase being concluded in the summer of 2021. Improvements include: new entertainment system, flooring, paint, new stairways, serving areas, beverage and serving stations, dishroom and back of house work. The Wick Student Center stairwells were refurbished and showcase eye-catching

Daemen-specific murals on the walls. Finally, the North Lawn was completed in the summer of 2019 which included new underground infrastructure for drainage, but more importantly, lighting, renovated volleyball court, new basketball court, seating, fire pit, and landscaping.

While there is still much work to do in housing, there were many improvements made to campus living, including renovation of all Canavan Hall kitchens and lounges (new furniture, carpet, appliances, and cabinets); new carpeting, painting, furniture, and card access in Building 71; and replaced elevator in Canavan Hall. Overall, Student Affairs coordinated the investment of \$2.38 million dollars in these improvements over the past five years.

In terms of fundraising, the division has brought in nearly \$750K in additional revenue through fundraising, grants, and partnerships over the past 5 years. Additional accomplishments include: the creation of Conference Services under Student Affairs to be used as a profitable auxiliary service, despite the constraints of Covid that have severely limited Conference Services productivity; the development of new partnerships with sponsors for New Student Orientation which has brought in additional revenue each year; and the establishment of a

new position within Student Activities to help manage the operation and aesthetic of the Wick Student Center.

Moving forward, there are several objectives that were not completed and will be examined in the next strategic plan. These include: the development of a renovation plan with Advancement for the Social Room to include more bathrooms and moveable walls; renovation of all first floor bathrooms in the Wick Student Center; implementation of a system and fee structure to attract regular vendors for students who charge a reasonable fee to use space and advertise for students; and replacing the flooring in the main lobby of the Wick Student Center.

There were several items that were originally included in these goals and objectives that, over the course of the past five years, were determined to be no longer needed, practical, and/or feasible. These items included: utilizing cameras in parking lots to determine space availability; painting all of the room doors in Canavan Hall; developing a plan for air conditioning Canavan Hall; and making Transportation self-funded through advertising and other partnerships.

The second strategic direction (Staff Development) proposed to fully invest in the recruitment, retention and training of all members of





the team, including contracted employees. This strategic direction focused on 14 objectives in the areas of: 1) professional development; 2) cross training; and 3) staffing. Highlights in this area include: using the annual evaluation process as a springboard to determine each professional staff member's professional development plan; the development of professional development programs for all graduate students within the Division as well as all student leaders who work within Student Affairs; the development of a comprehensive and year-long training program for all campus safety officers (CSO) ensuring that the CSO's are utilizing best practices and are well-prepared in times of emergency while maintaining safety and security across campus; and cross training with Campus Safety and Residence Life that incorporates best practices in response.

Over the past five years, particular focus has been given to provide depth to the organizational chart of the Student Affairs division. As a result, the division has experienced intentional and strategic growth which has allowed the Division to move and grow as necessary to work more efficiently together in order to help each other and better serve students. A number of staffing objectives were completed to keep making progress, including: hiring full-time administrative support for the Student Affairs suite, the CHIP

Center, and transitioning Residence Life GA's into a full-time professional coordinator.

Under the auspices of the Center for Diversity & Inclusion, which started as the Office of Diversity and Multicultural Affairs in 2015, we hired a full-time Assistant Director and a Veteran Services Coordinator. In 2020, these offices became a separate entity reporting to the Office of the President, a strategic move to provide greater visibility and a more holistic view of diversity and inclusion issues.

While we were unable to hire a marketing and communications specialist, a Social Media Team was created consisting of student leaders active on social media. This has resulted in a much stronger social media presence on campus, although more work is needed in this area. All told, Student Affairs oversaw investment of approximately \$201,000 to accomplish these goals, much of which are annual costs that are tied to salaries for professionals.

The third strategic direction (Student Growth and Success) proposed to implement programs and strategies that foster learning and growth for students geared at helping them to succeed academically and socially. Within this strategic direction were two goals defined by six objectives with a major emphasis on health, wellness, and related programs and



service that develop the whole student with an emphasis on prevention and effective intervention strategies. Significant accomplishment here can be seen in the Daemen College Rescue Squad (DCRS) which was started in January 2018 and is staffed with student EMTs; the progressive development of the now termed “Wildcat Wellness” group designed to create community driven focus on year-round health and wellness education for the campus community, including minimizing the stigma associated with counseling. While costs for these goals were mainly operational or programmatic, there was still an investment of approximately \$10,000 in additional resources, mainly tied to the start-up of DCRS.

The fourth strategic direction (Campus Climate) proposed to work to create a climate and culture where students of all backgrounds and faiths feel connected, valued,

and empowered. Two goals and nine objectives focused on diversity, inclusion, and communication efforts. Some highlights include: development of ongoing partnership with local religious organizations; creation of a Diversity Ambassadors program to help educate new students on campus climate and culture; establishment of the Campus Activities Team (CAT) to help revitalize programming efforts on campus and lead to greater collaboration across campus; utilization of existing systems, such as MailChimp and Canva, to create aesthetically pleasing, streamlined messages and eliminating redundancy; and the development of a cohesive Student Affairs brand for students while respecting the main brand of Daemen College.

All these directions, goals and objectives have resulted in a \$2.7 million investment into student life and services.



MISSION, VISION, AND VALUES

Our work, resources, and direction must be grounded in our purpose, which is articulated by our mission, which was slightly revised by the Student Affairs Leadership Team (SALT) in January 2021.

MISSION

Student Affairs serves students and the greater campus community through programs and services that support scholarship, leadership development, and a balanced life in a safe, secure, and caring environment where students learn what it means to be responsible and respectful citizens with an understanding and appreciation for diversity.

Our Mission is informed by our core values; the things we hold dear and upon which we will not compromise:

VALUES

Student Centered: We provide programs and services that enrich the college experience through opportunities for life-long learning, skill development in a vibrant social environment.

Scholarship: We strive to support, celebrate, and promote students' academic success.

Progressive: We aim to stay contemporary in our development and support offerings, meeting the needs of our community.

Integrity: We encourage personal responsibility and the development of moral and ethical understanding and behavior.

Balance/Wellness: We provide programming that is aimed at empowering students to be well informed and self-directed participants in their own healthy lifestyles, choices, and healthcare. We encourage students to achieve a healthy balance in their mind, body, and spirit.

Respect: We recognize and appreciate persons' individual differences and beliefs while encouraging freedom of expression in a diverse community.

Care: We practice compassion and understanding as we work with students creating a safe and secure living environment.

Both our mission and values provide a focus for where we are going from here, as articulated by our vision:

VISION

We will continue to create and enhance a culture that is supportive, exciting, challenging, progressive and has a significant impact on the recruitment and retention of students.



CREATING A NEW PLAN

Upon re-affirmation of our mission, values, and vision, and in deference to the College's strategic plan, we conducted a SWOT analysis with the entire division and then discussed these via an all-staff meeting in February 2021.

INTERNAL TO THE DIVISION

What do we do well?
What are the assets we
have as a member of
the greater Daemen
College community?



Where do we need to
improve? What are the
challenges we have as
a member of the great
Daemen College
community?

What elements exist
that we could "exploit" to
make our organization
better? How can we
capitalize on what is
out there?



What elements exist
that could create
problems for us? How
might these affect our
ability to accomplish
our goals?

EXTERNAL TO THE DIVISION

STRENGTHS



What do we do well?
What are the assets we
have as a member of
the greater Daemen
College community?

Results of the SWOT analysis demonstrated the following:

Bonds with student body

Communication/Collaboration throughout the Division (XI)

Crisis response (V)

Dedication of administration to student care, persistence, and experiences (VII)

Diversity of co-curricular activities

One stop shop planning

Dynamic Team (III)

Wick Improvements (II)

Good foundation and mission

Crisis communication (II)

Variety of events

Genuine care for each other on staff (V)

Leadership/not micromanaged (II)

Agile and flexible (II)

Access to shared resources

Growth of the staff

Software and technology (II)

Flexible policies and procedures

Career Services partnerships

Grab and Go Programming

Staff innovation

STRENGTHS

WEAKNESSES



Where do we need to improve? What are the challenges we have as a member of the great Daemen College community?

- Internal communication transparency
- Additional multi-departmental meetings
- Opportunities for advancement/promotion
- Stressful and long hour working conditions = burnout (VI)
- Spaces on campus for recreation (IV)
- Spaces in Wick for staff/operation (IV)
- Disconnect with other departments outside of the Division (III)
- Outdated residence halls (carpeting/flooring) (II)
- Overall staffing/lean operations (V)
- Student event attendance/engagement (II)
- Budget cuts/freezes (IV)
- Over communication/planning/meetings
- Professional developmental opportunities
- Challenge of balancing students' needs and wants
- Collaboration among different areas of Student Affairs could be improved
- Resources for growing mental health needs
- Rigid/Intimidating sanction tables for conduct**
- Intellikey system (II)**
- Dining/Den/Communication with students
- Ability to provide prompt, informative feedback to reporters through CARE
- Sound proofing in key areas (II)**
- Student Organization engagement, training
- Communication between different software systems
- Newer staff-onboarding, understanding culture

WEAKNESSES

OPPORTUNITIES



What elements exist that we could “exploit” to make our organization better? How can we capitalize on what is out there?

Open way to obtain beneficial Ideas from faculty/staff

Promote incentives for job satisfaction

Links to the community

Sponsored events with local businesses

Upgrades to Wick and outdoor spaces

Ability to work with departments outside Student Affairs on initiatives and special projects (IV)

MusicalFare coming back to Daemen (II)

Partnerships with local schools, organizations (V)

Ice rink on basketball court

Outside partnerships as seen thanks to pandemic (III)

Continued improvement of campus buildings

Professional development opportunities

New funding sources

Utilization of students for marketing or other things

Recruitment thanks for pandemic response (III)

New technology for enhanced engagement

Local of Wick on campus

Leadership’s influence

Housing as an AirBNB

Outside partnerships for diverse/first generation/URM populations

Rebranding/working sanctioning (educational v. punitive)

Resources for substance abuse education

Repurposing areas on campus

Diversifying student leadership

Dining Services and student relations

Bread and Butter programs still relevant

College’s updated marketing communications

Standardizing salary tiers and benefits

New US presidential administration

System Inclusion

Latinx student recruitment

OPPORTUNITIES

THREATS



What elements exist that could create problems for us? How might these affect our ability to accomplish our goals?

Uncertainty of the pandemic (XI)

Not adapting to changing world/student populations

Competition from larger colleges/universities (III)

Declining enrollment due to shifting demographics (IV)

Funding/Resources (XI)

Student organizations having to start over (II)

Possibility of smaller entering classes

Closing of former partners due to pandemic

Staff leaving due to burnout/compensation (II)

Lack of space to grow (II)

Lack of preparedness for incoming demographics

Lack of identity (SA/CS)

Lack of support/resources in hosting events outside student affairs (II)

Lack of amenities for students and staff

Societal concerns (Racial, political, socioeconomic, climate)

Aging infrastructure

Student population growth (available resources)

College name recognition

Cancel Culture

THREATS

GOALS AND OBJECTIVES

As a result, we have identified five (5) strategic directions that will move the Division forward in pursuit of its vision: 1) Infrastructure; 2) Student Experience; 3) Personnel; 4) Community Engagement; and 5) Safety and Security and five groups to examine each of these areas:

1

INFRASTRUCTURE

Jenn Diethorn (pp)
Emilee Yormick
Ryan Richardson
Michael Paglicci
Kofi Agyemang (st)

2

STUDENT EXPERIENCE

Heather Maclin (pp)
Eric Diethorn
Ashley Frazier
Stephanie Kresse
Dasia Morman
Bertila Kyovi (st)

3

PERSONNEL

Tiffany Dillon (pp)
Karen Cash
James Lewis
Paul Muccigrosso
Amber Young (st)

4

COMMUNITY ENGAGEMENT

Lamark Shaw (pp)
Andrea Jeski
Garrison Kingston
Danielle Vallone
Ashley Seibert
Andrew Kozlowski (st)
Arden Gudmundsson (st)

5

SAFETY AND SECURITY

Doug Smith (pp)
Ian James
Danielle Eadie
Alison Princess
Miguel Rodriguez
Jose Medina

PP: Point Person ST: Student Representative

- I. Infrastructure:** Student Affairs will invest in infrastructure improvements, both physical and virtual, that are focused on improving the overall student experience, utilizing student space efficiently and for multiple purposes, and providing community members with the tools and environment needed to live, learn, and grow.
- A.** Construction, renovation, and other enhancements will be made with sustainability in mind, both in terms of the environment and longevity of the materials.
1. Investigate the student need and feasibility for a Daemen Community Garden/ Greenhouse and collaboration with the Daemen College Care Cupboard.
 2. Research alternative energy efficient lighting options, and develop a standard policy for implementation in new forward construction.
 3. Develop a plan to utilize Solar Panels in creative ways to benefit student needs and become more energy efficient.
 4. Offer more efficient and diverse options for students' electrical and charging needs throughout the Wick Student Center.
 5. Investigate student need and feasibility of installing and maintaining an Electric Vehicle Charging Station on campus.
 6. Develop a plan to offer more eco-friendly and diverse transportation options for our students.
 7. Implement a robust and easy to use system for students to request and receive transportation for non-emergent medical situations designed to improve efficiency and privacy.
- B.** Student Affairs will examine existing space through the lens of environment, geography, and programming to provide greater flexibility and meet the needs of the campus community.
1. Create a Center for Career Services within the SPOT or another central location on campus where it can be tied to key student outcomes.
 2. Create a Student Activities Center where all Student Activities staff can be together in one location in the Wick, easily accessible for students.
 3. Separate Student Affairs administration at the VP, Dean, and Assistant Dean level, from other direct service areas, to ensure that students better perceive privacy and confidentiality with conduct and care processes.
 4. Research the potential for further on-campus collaborations between the offices within the Division of Student Affairs and the rest of the college.
 5. Continue to develop and repurpose outside amenities surrounding Wick and the greater campus proper.
 6. Update Alumni Lounge to be a multi-purpose space designed to accommodate event and student needs.
 7. Develop a plan to repurpose Wick 113/115 to better accommodate student needs.
 8. Investigate the use of existing Game Room space to determine changes and enhancements needed for the campus community.
 9. Investigate ways to utilize existing space within the Wick Student Center to enable students to use it for academic purposes as well as student leadership work space at night and off hours.

10. Continue to redesign spaces throughout Wick Student Center to represent the Daemen College brand.
 11. Collaborate with Daemen Students as well as outside Community Members to design Daemen College brand murals in key locations around campus.
 12. Develop a plan to upgrade current digital and paper sign displays to be more effective and engaging with Daemen Community Members.
 13. Collaborate with Facilities to update Wick Student Center spaces to offer better amenities for student and event needs.
 14. Upgrade Wick Center restrooms to be more modern and inclusive.
 15. Develop a plan to continue residence hall upgrades in order to be more modern and consistent across campus.
- C.** In order to ensure improvement, and meet the needs of the Amherst and Branch campus, Student Affairs will prioritize the implementation of new, and the streamlining of existing technologies and systems.
1. Install updatable tablets outside each room in the Wick Campus Center to share room reservations and other announcements.
 2. Research and implement a number of special and technological updates to the residence halls on campus proper.
 3. Examine additional ways to update the overall safety and accessibility of the Wick Student Center for students and visitors.
 4. Research the use of screen technology in the Wick Student Center and beyond in order to determine better ways to communicate with community members in real time.
 5. Incorporate a more robust WiFi network across Wick and in nearby outdoor space.
 6. Develop an annual assessment of needs regarding infrastructure needs for Branch campus students to be deployed each fall for consideration as part of the annual budgeting process.

II. Student Experience: Understanding the importance of the out of classroom experience in the growth and education of students, Student Affairs will prioritize activities, events, and services that foster an environment that is fun, inclusive, provocative, and aspirational.

- A.** Student Affairs will work to implement structures and systems that clearly define traditional events and re-imagines activities and programs for a multi-campus community with diverse interests and cultures.
1. Develop a survey instrument to deploy to Daemen faculty, staff, and students to determine what they consider to be traditional events and their purpose.
 2. Implement a plan to diversify dining staffing at the management level.
 3. Develop a task force group composed of students, staff, and faculty to evaluate and provide recommendations for food options, dining locations, and meal plans.
- B.** Student Affairs personnel will engage in creative and forward-thinking ways to advertise, market, and communicate with Daemen students.
1. Develop a plan to grow the @DaemenLife social media team to include staff from all Student Affairs Departments, a graduate assistant, and student interns/student team.

2. Implement regular strategies designed to create social contests to encourage students to follow multiple main accounts for the College.
 3. Work with student groups and student affairs organizations to utilize TikToks, Reels, and emerging social media systems to increase online engagement.
 4. Develop a plan and policy to create and utilize additional posting locations campus wide.
- C.** In order to ensure sustainable programming at the Main and Branch Campuses, the Student Affairs division will develop partnerships and systems aimed at creating cross campus collaborations, programming, and training.
1. Develop trainings and systems designed to re-grow student club and organization membership after the impact of the COVID-19 pandemic.
 2. Review and enhance the training for student workers across departments to ensure consistency in dress, professionalism, and knowledge-base.
 3. Building on the existing joint student leadership application, implement a similar joint interview process for student leader applications for positions across campus.
 4. Schedule campus wide programming meetings monthly for all SGA approved organizations.
 5. Begin expanding LEADS to include existing activities and programs from departments and student organizations campus wide where community members, including those at the Branch Campus, are able to be identified by a group schedule and shared logo.
 6. Livestream select events and trainings for branch campus members.
 7. Investigate the feasibility of adding clubs, organizations, and/or an SGA representative for Branch Campus students.

III. Personnel: While technology will continue to evolve, the real work comes from the individuals—students and professionals—within this division. With this notion in mind, Student Affairs will invest in its current and future personnel through regular and active engagement, professional development, and intentional recruitment activities.

- A.** Student Affairs will implement strategies designed to provide students and staff with the tools they need to succeed in current and future positions.
1. Create a sharable survey (open ended questions/multiple choice) designed to identify willingness to share and identify skills/interests/talents and utilize within communications for upcoming summer orientations for both the Amherst and Branch Campus.
 2. Implement regular “advancing your career” seminars open to division members to help them with the next step in their career.
 3. Create and implement a student handbook for Branch Campus.
 4. Continue expansion of the annual Career Expo to include an increase in participation each year including students from the Branch Campus.
 5. Develop a partnership with a mental health agency located in close proximity with the Branch Campus to ensure that students at that location have access to mental health counseling and support.

6. Implement a plan to list all student employment positions through Handshake to encourage student use of this system from the moment they arrive on campus.
 7. Recreate the Starting Your Legacy Student Leader class.
- B.** In order to ensure that students and community needs are met, and to ensure success of the Branch Campus, Student Affairs will identify areas of growth of personnel and expansion of responsibilities while embracing diversity and inclusivity.
1. Hire and train a new office manager to serve as administrative support for the Student Affairs suite on the second floor of the Wick Student Center and Campus Safety.
 2. Hire and train a new full-time staff member to serve as a Counselor in the CHIP Center.
 3. Hire and train a new full-time staff member to serve as a Career Advisor for Career Services.
 4. Hire and train new dining services management staff for Dining Services.
 5. Move student conduct operation out of Residence Life and as a separate entity reporting to the Dean of Students Office.
 6. Investigate avenues and opportunities for Dining Services to hire student workers through Employee Engagement.
 7. Investigate the feasibility and need for hiring a Director of Student Services for the Branch Campus under the auspices of the Dean of Students.
- C.** Professional Development opportunities will be researched, communicated, and prioritized for all staff members with a desired goal of creating well-rounded staff and student leaders.
1. Utilize Student Affairs student assistants for ongoing research for upcoming conferences (in person/virtual) and identify potential speakers for campus and community events. Identify student organizations that may be aligned specifically and communicate opportunities to gauge interest.
 2. In conjunction with Career Services and Student Activities, create a professional development grant and application process that is open to all Daemen students.
 3. Better align institution-wide leadership opportunities such as the Building a Legacy Student Leadership Conference and the Equity Summit so that student leaders are more engaged with these opportunities during the application process.
 4. Streamline student leader application process so that students can apply for multiple positions while going through a single interview process.
 5. Ensure, as part of the annual assessment process, that student affairs staff members and their supervise discuss professional development opportunities for the following year with a designated budget.

IV. Community Engagement: Student Affairs will continue to develop programs and services that not only meet the needs and wants of the Daemen campus, but the greater Amherst community as well. Particular focus will be placed on opportunities that connect Daemen students with other campuses and businesses that can make their college experience more meaningful and provide greater connection to others.

- A.** Professional Development opportunities will be researched, communicated, and prioritized with a desired goal of creating well-rounded staff and student leaders.

1. Develop a survey instrument for all academic departments and students to seek out specific opportunities available for professional development.
 2. Develop a tool in order to annually determine where students feel that they are lacking and tailor professional development programming towards those needs.
 3. Provide specific, monthly seminars aimed at enhancing the professional development of staff and students that are separate from LEADS events (i.e. Lunch-bag Round Table Conversations)
 4. Develop a tool and strategy designed to determine need and implement professional development opportunities for Branch Campus students.
- B.** Initiatives will be investigated and developed that create opportunities for collaboration amongst students at multiple locations to interact socially, academically, and professionally.
1. Create a diverse committee of students from a variety of majors and a professional staff member from the Student Affairs Team to plan, develop, and implement engaging social, academic, and professional opportunities.
 2. Establish a list of dynamic community spaces for different social, academic, and professional events.
 3. Work to develop a cross campus collaboration of other colleges' Student Activities team's designed to develop opportunities for synergy in programming and professional development opportunities.
 4. Investigate the feasibility with local colleges and universities to host a "National Mentor Day" for National Mentor Day on October 27th.
- C.** The Division will examine spaces, programs, and services designed to create an atmosphere conducive to social engagement and an inclusive exchange of ideas.
1. Student Affairs will develop an inventory of spaces on campus to assess attributes and deficiencies for community members to utilize when event planning.
 2. Develop a mechanism to determine community members' needs for campus programming locations and utilize these data to inform annual improvement initiatives.
 3. Investigate collaboration opportunities with Barnes and Noble for the utilization of Bookstore space in new and unique ways that enhance programming and service.
 4. Research the feasibility of combining the 78W and College Store space to create a more social and engaging environment for campus community members.

V. Safety and Security: In order for campus community members to be successful, they must feel safe on campus. Student Affairs will continue to build the tools, programs, and systems that prioritizes the safety and wellness of individuals and the campus community.

- A.** Student Affairs will prioritize improvements and upgrades to the mechanical and technological systems that enhance the safety and security of the Daemen College community.
1. Installation of additional card readers in the remaining campus apartments that are currently using the old intellikey system: buildings 56, 96, 101, and 110.
 2. Conduct a physical inspection of the Campus to identify the security needs of that location(s), to include, but not limited to, items such as: campus safety staffing, card access, CCTV, building and grounds, etc.

3. Develop an independent survey designed to evaluate recommendations of campus lighting needs, or improvements, around campus with a plan for implementing those lighting improvements as outlined by the assessment.
 4. Perform necessary upgrades to the fire alarm system resulting in fewer false alarms and allow for better user interface at the campus safety monitoring station.
 5. Perform necessary upgrades to the CCTV system to allow for better user interface at the campus safety monitoring station.
- B.** Systems, improvements, and training will be implemented that will improve the ability of first responders to arrive on the scene and provide necessary care and support.
1. Identify the commonly recognized “streets” on campus and name them.
 2. Identify a numbered address for the campus buildings on those streets and, in coordination with Amherst Police and Erie County Emergency Management, input those street names and addresses into the county emergency dispatch system and GIS system.
 3. Locate and diagram the exterior doors of all buildings on campus and, using an acceptable numbering product (by price, material and aesthetics), affix numbers to each door that will be visible from the exterior assisting emergency responders with access points as needed.
- C.** Students Affairs will identify opportunities and implement strategies that enhance existing relationships, and build new ones, between the Campus Safety operation and the Daemen community.
1. Appoint a Training Coordinator within the Campus Safety department to assist various college departments and areas with emergency preparedness in conjunction with the College’s Emergency Response Plan.
 2. Coordinate annual training- in-person and virtual- for all areas of the campus to ensure that they are prepared in the case of an emergency
 3. Install virtual panic buttons in key front line areas of the campus.
 4. Issue new radios and an additional channel to key student affairs professionals to allow for immediate response in the case of a major campus emergency.
 5. Provide Mental Health First Aid training and certification to the appropriate staff members.
 6. Enhance outreach and engagement activities with student groups and organizations to ensure that they know what to expect in an emergency.

Approval and Communication

The five (5) working groups met independently to discuss their respective areas and then, on a bi-weekly basis as a group with the vice president to share progress and goals. Goals and objectives were discussed for practicality, feasibility, and connection with Daemen’s Strategic and Facilities Master Plans. When completed, these goals were shared with the entire division. All members of the division were then asked to provide feedback on each goal and objective using an online feedback instrument. Those results were then reviewed and final adjustments were made. A final, finished plan was shared for feedback with campus community members during the summer of 2021 using a similar process as with the staff. Results were shared with the Student Affairs Leadership Team (SALT) and final adjustments were made before the plan was taken to Cabinet for approval.

2021-
2026

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STUDENT AFFAIRS STRATEGIC PLAN:
A PUSH TOWARDS EXCELLENCE

Daemen College Student Affairs

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