

Theme	Action	Responsible Party	Current Status	Anticipated Start Date	Notes
General	Develop student learning outcomes for SLL that are aligned with SLCC values and CAS Standards and ensure all programs offered and/or sponsored by SLCC map to specific learning outcomes. Discontinue programs that do not support one or more values and standards	Nick Rhodes, All	In Progress	9/1/20	Working on this throughout mini-retreats in June and July. This is tied to 1.2. and 1.3.
General	Establish learning goals and evaluation rubric for Student Life and Leadership Office programs, focused on values-based competencies tied to co-curricular involvement	Director, all	In Progress	9/1/20	Working on this throughout mini-retreats in June and July. This is tied to 1.1. and 1.3.
General	Clarify competencies like intercultural communication; dialogue across difference; self-awareness with regard to social and personal identities; and relationship to systems of power and oppression as part of identified goals for students involved in all SLL programs	Assistant Director, Advisors	In Progress	9/1/20	Working on this throughout mini-retreats in June and July. This is tied to 1.1. and 1.2.
General	Establish programmatic priorities for SLL, separate and apart from the SLCCSA programming priorities, and align staff responsibilities to supporting these programs	Director	Completed	5/1/20	
Differentiating Student Life & Leadership Staff (SLL) from SLCC Student Association (SLCCSA)	Realign the advising "footprint" so that Coordinators, Assistant Director and Director have a combination of distinct areas of advising responsibility as well as shared investment in and accountability for departmental program priorities. This should be reflected in Position Descriptions and the departmental organizational chart	Director	Completed	5/1/20	
Differentiating Student Life & Leadership Staff (SLL) from SLCC Student Association (SLCCSA)	Consolidate advising SLCCSA to one or two Coordinators within the SLL to reduce the overlap of SLL and SLCCSA responsibilities	Director	Completed	5/1/20	
Differentiating Student Life & Leadership Staff (SLL) from SLCC Student Association (SLCCSA)	Create programming responsibilities for Coordinator position(s) and concentrate efforts on those programs which most align to department and college values	Nelly, Nick, Director	In Progress	6/1/20	e.g. Earth Day, voter registration, explore SLCC, heritage months, etc. This should also include the monthly social justice inservice trainings for students, followed by caucus conversations, per per 3.7. Also could include ACE trainings and other EDI funding opportunities.
Differentiating Student Life & Leadership Staff (SLL) from SLCC Student Association (SLCCSA)	Market and advertise SLL and SLCCSA to all students, beginning as early as orientation, using strategies that appeal to current students (Social media channels, face-to-face strategies)	Nelly, Steve, All	Completed	5/1/20	Discuss this monthly at staff meetings to continue track progress.
The perceived lack of inclusion and equity for students of color in engagement opportunities	A multi-pronged approach is needed to address the resulting imbalance in privilege and opportunity. Establish on-going short- and long-term goals for outreaching to and involving students of color	Director	In Progress	10/1/20	Short-term goals will be the 3.2-3.8 in this document. Team will create long-term goals in coordination with an overarching office strategic plan. This should connect to a strategic plan for the entire office, to be created when a permanent Director is in place. First year versus second year sequential curriculum and clear plan regarding outreach.
The perceived lack of inclusion and equity for students of color in engagement opportunities	Center outreach to students of color in planning sessions, retreats, staff meetings, performance reviews and other efforts to focus strategic goals of SLL	Assistant Director, Director	In Progress	10/1/20	Create timeline of outreach (e.g. via point people for offices like ODMA, TRIO, ISS, etc.), including what groups and how to make the partnership a true collaboration rather than just information. This should connect to a strategic plan for the entire office, and also be specifically discussed in GPS.

The perceived lack of inclusion and equity for students of color in engagement opportunities	Address the climate perceived by students and staff of color, through a robust professional development program that helps SLL staff identify and challenge inequities, build skills in cultural humility and align values to the needs of students of color .	Director	Addressed & Ongoing	9/1/20	Create monthly intentional dialogues to support continued learning regarding equity and inclusion. Address situations when they come up to increase learning and alignment of values. Encourage engagement in out-of-office training and development (e.g. Staff Development offerings). When travel becomes open again, identifying pro devo opportunities outside of the state for staff. Work on Unit caucusing. Include this in GPS. The structure here is completed, and the work will be ongoing.
The perceived lack of inclusion and equity for students of color in engagement opportunities	Ensure that access to and benefits of positional leadership are distributed in such a way that supports student engagement broadly. This may mean realigning the opportunities for stipends, leadership development, travel or other benefits of participation.	Director, all	Completed	5/1/20	Reorganize compensation for leadership positions. Creating open and easily understood structure and policies for off-campus leadership development that is clearly communicated and publicized to all students, so they know how to apply for funding or to join in travel. Compensation restructure in May 2020. Further details for off-campus leadership structure October/November 2020.
The perceived lack of inclusion and equity for students of color in engagement opportunities	Meet regularly with staff leaders from Office of Diversity and Multicultural Affairs, TRIO Programs and the Office of Orientation and Student Success, among others, to build relationships that support collaboration and shared student advising	Director, Assistant Director	Completed	4/1/20	Schedule joint staff meetings and regular one-on-ones among Directors. All staff create time in their own schedules to develop one-on-one relationships with staff in these departments. Continued outreach to Veterans, DRC, ISS.
The perceived lack of inclusion and equity for students of color in engagement opportunities	Develop a summer bridge or leadership program for minority students that include leadership development and a pathway to SGA	Assistant Director	Waiting to begin	6/1/21	Based on overall learning outcomes and goals for leadership programs in general. Will begin this specific program's development once the foundation of all programs has been set. Work with ODMA and TRIO Programs to develop this concept. Possibly 9-12th grades invited from h.s. with lower rates of going to college
The perceived lack of inclusion and equity for students of color in engagement opportunities	Encourage and incentivize intentional collaboration between student organizations that support students of color and SLCCSA	Nick (Advisor to Equity and Inclusion VP and Clubs VP)	In Progress	4/1/20	Completed partnership with MSC to redesign SAPIE position. Assign ideation to new Equity and Inclusion VP and Clubs VP to brainstorm ways to do do this. (Staff will step in if those ideas are not able to move forward.) Perhaps, not traditional incentivizing, instead more encouragement and reduced barriers to partnering. Monthly inservice trainings for students, followed by caucus conversations (this could be a programmatic piece per 2.3). Perhaps using our annual assessment plan to include student focus groups about how we can increase collaboration and information to allow this recommendation to occur. Also could include ACE trainings and other EDI funding opportunities.

The perceived lack of inclusion and equity for students of color in engagement opportunities	Include social justice and cultural competence training in all student leadership opportunities, including the summer retreat and on-going training sessions. Consider sending student and staff leaders to the Social Justice Training Institute.	Advisors, in consultation with Maria Martinez & AVP	Completed	5/1/20	Incorporate more conversations about social justice and multicultural competence, engage deeper with the material, and ensure increase coherence from one conversation to the next to meet overarching learning outcomes. Nick and Sydney designed new summer training to meet these goals. F Will send students every year to N CORE/Student SJTI.
Perceived lack of collaboration with external departments and colleagues	Create intentional opportunities for partnership	All	Completed	6/1/20	<i>incorporated in 4.2, 4.3, and 4.4 - SLL believes it is not only about creating these opportunities from our office but also actively participating in and supporting the partnership opportunities coming from other departments.</i>
Perceived lack of collaboration with external departments and colleagues	Schedule recurring opportunities for joint planning, such as day or overnight retreats, quarterly shared staff meetings, and informal gatherings designed to build and reinforce trust	Director	Addressed & Ongoing	8/1/20	Create annual schedule of joint department meetings. Supports unit work being done by Student Success Directors
Perceived lack of collaboration with external departments and colleagues	Establish collaboration-centered goals for each SLL staff person and incorporate those goals into performance management planning	Supervisors, Director	In Progress	7/1/20	Create accountability measures for collaborative map. Incorporate that into updated GPS.
Perceived lack of collaboration with external departments and colleagues	Create shared map of natural collaborative partners with units both within and outside of Student Affairs	All	In Progress	7/1/20	Create list of departments and SL&L liaison assignments. Assign SL&L staff as a liaison to each department identified
Reducing bureaucracy and improving efficiency	The Director of SLL should designate a campus lead for OrgSync or replacement system who can serve as an expert and advocate for systematic improvements that center student learning.	Director	Completed	4/1/20	RFP completion for new system, continued review of system opportunities and barriers.
Reducing bureaucracy and improving efficiency	Undertake systematic and comprehensive review of every business process and workflow required to manage a student organization. Seek opportunities to reduce redundancy, clarify processes and flow, and establish clear instructions and training for all involved, particularly student leaders and club advisors.	Eliza, Sydney, Michael	In Progress	5/31/20	Create review and plan to change process for increased student engagement and success. Changes can be made as review occurs. Work with students in other offices, outside of SL&L and with clubs presidents. One place to house all of these and consistent review process for future. Also, perhaps have Chad Lamborne review our policies before they are published.
Reducing bureaucracy and improving efficiency	Establish and maintain regular communication with club advisors from SLL staff with information and clear instructions on required responsibilities	Advisor to Clubs VP, Michael	In Progress	8/1/20	Create annual communication plan
Reducing bureaucracy and improving efficiency	Create and/or review Club Advisor Training for clarity and relevance	Advisor to Clubs VP, Michael	In Progress	10/1/20	Create training for implementation before start of fall. Explore Canvas course option, should be reviewed every semester. Elevate how we recognize club advisors. (Maybe JASA conversation? Advisor counts toward service for faculty reviews?)
Refocusing leadership development efforts	Conduct inventory on the leadership development opportunities for students at beginner, intermediate and expert levels	Assistant Director	In Progress	10/1/20	<del>Based on work being done to set foundation for curricular approach, will roll out leadership programs for the year that are distinctly SL&amp;L (not SLCCSA) and likely increase program offerings, 2020-21 work on creation of a formal leadership curriculum for implementation in fall 2021. Create leadership curriculum approach and program planning checklist</del>
Refocusing leadership development efforts	Map opportunities for leadership development to the calendar	Assistant Director	Waiting to begin	10/1/20	
Refocusing leadership development efforts	Create rubric for programming and consider leadership as a core component.	Assistant Director, all staff responsible for programs	Waiting to begin	11/1/20	

Refocusing leadership development efforts	Identify one or two leadership theories or models to center leadership training efforts	Director	In Progress	10/1/20	July - Coordinated exposure to leadership theories; Fall - selection of theories; spring - creation of the plan on how to implement in trainings and programs; implementation for fall 2021. Graduated implementation - Chuck asks how we can better connect student leadership with Athletics. Can Lola help?
Refocusing leadership development efforts	Identify collaboration opportunities with other Student Affairs departments	All	Addressed & Ongoing	7/1/20	Discuss this monthly at staff meetings to continue track progress. Tied to 4.4
Physical space	Evaluate how the physical space furthers the mission of the office to deeply and broadly engage with students.	Director	Completed	7/1/20	Graduated implementation, students 7/1, staff in August possibly, Look at Senate Chamber usage, too. Dependent on possible reorg.
Physical space	Create opportunities to draw more people to the SLL office suite, through programs like: common office hours, open house, events hosted in space	Sydney, Michael	In Progress	7/1/20	Create annual plan of SL&L events to facilitate. Opportunity to work with PT staff to give them more connection to strategic plan and community outcomes.
Physical space	Establish shared expectations for outreach and accessibility for all office holders, especially SLCCSA student leaders, to ensure shared values and common understanding of the responsibility of dedicated office space	Advisors, Eliza	In Progress	7/1/20	Incorporate into onboarding of new EC members. Incorporate into ongoing training with people in the reception area. Ensure this occurs with Board members, as well.
Physical space	Publish expectations and values statements about the SLL visible to all visitors, students, guests, etc.	Steve, Nelly	In Progress	9/1/20	Signage and other marketing in place before start of fall semester. Should include both physical and virtual (e.g. social media, website) spaces (make sure to replicate at all campuses)
Organizational Structure	Director and AVP should evaluate the current SLL organizational structure to consider if department values, strategic goals and objectives are sufficiently supported by current staffing model - consider how staffing model supports both department values and pragmatic needs of serving multiple campuses	Director, AVP	Completed	5/1/20	Reorg proposal submitted.
Organizational Structure	Evaluate each full time role within SLL to determine professional and practical scope, impact and goals	Director	In Progress	8/30/21	New Director will lead.
Organizational Structure	Consider creating Business Officer role within SLL to serve as an expert in compliance, efficiency and business processes	Director	Waiting to begin	6/30/21	New Director will lead.
Organizational Structure	Develop short and long term goals for staffing, including how to best serve campus needs with current staffing structure vs. with additive staffing structure	Director	In Progress	8/30/20	New Director will complete this with team.
Training and development for SLL staff	Develop a 30, 60 and 90 day onboarding process for all SLL positions that includes: shadowing; alignment to CAS Standards, & performance management and expectations!	Nick, Nelly, Brandi	In Progress	1/1/21	Prioritized work in summer 2020 for student onboarding, will begin pro staff onboarding process in late fall. Perhaps create onboarding guide for new staff member and create supervisor checklist for onboarding.
Training and development for SLL staff	Create quarterly goals and semi-annual performance management meetings	All, Supervisors	Completed	6/1/20	Team updated GPS document to guide this process.
Training and development for SLL staff	Set annual performance goals tied to the department's strategic plan and shared goals	Supervisors, Director	In Progress	9/1/21	New Director will complete this with team.

Training and development for SLL staff	Provide opportunities for professional development that center on shared departmental goals for inclusion, leadership development and collaboration	Director, Assistant Director	In Progress	12/1/20	New Director will complete this with team. (Already planning to send staff to NCORE/SJTI.) Encouraged to possibly think about individual budget or specific mapped experiences plus small individual budget. Intentionality with creating pro devo opportunities and funding for PT staff. Also, intentional expectations in how staff return with information to share out with team.
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