

***Vision 2020***  
**Thurgood Marshall College**  
**2017-2020 Student Affairs Strategic Plan**

**Vision**

Thurgood Marshall College Student Affairs creates transformative co-curricular experiences in which students feel supported, challenged, connected, and called to serve their communities--locally and globally--as scholars and citizens.

**Mission**

Thurgood Marshall College Student Affairs supports the growth, needs, and well-being of our diverse students, provides meaningful co-curricular engagement and leadership opportunities, and builds inclusive communities in which all students can develop as scholars and citizens.

**Values**

As staff members of Thurgood Marshall College Student Affairs, we serve students and our mission guided by the following values:

**Authenticity.** We model walking our talk and being real in our interactions, strive for transparency, and align decision-making with our individual and shared Thurgood Marshall College Student Affairs values.

**Inclusion.** We value the College's legacy of resistance, social justice, and inclusion. We work to build equity among individuals and groups, and strive for a Thurgood Marshall community that truly reflects and includes all its members.

**Growth through Challenge.** True to our profession, we support students in their finest as well as in their most difficult moments, and challenge students to grow, learn, and develop as people, leaders, scholars, and citizens.

**Collaboration.** We work closely with each other, our students, UC San Diego colleagues, and community partners to create the best possible Thurgood Marshall College experience for all of us.

**Connectedness.** We are engaged members of the same Thurgood Marshall College and UC San Diego communities we strive to build, support, and strengthen. We strive to build meaningful, judgment-free connections and relationships with students and with each other.

## **Strategic Goal Areas**

To advance its mission and vision, Thurgood Marshall College Student Affairs will align resources and create, expand, or redefine initiatives in five strategic goal areas.

### **Goal 1: Inclusive Experiences**

***Alignment with UC San Diego Strategic Plan Goals 1 and 2; UC San Diego Student Affairs Strategic Goals 2, 3, and 4; UC San Diego Equity, Diversity, & Inclusion Strategic Goal 3.***

Create a strong, shared, co-curricular Thurgood Marshall student experience that engages diverse individuals and constituency groups in exploring their identities as scholars and citizens.

**Strategy 1.1** Develop informal and authentic interactions between students, student leaders, and Student Affairs professional staff members which engage the exploration of students' social identities and lived experiences.

**Strategy 1.2** Plan intentional training opportunities that encourage dialogue between students, student leaders, and Student Affairs professional staff members which engage the exploration of students' social identities and lived experiences. Allow the space for students to share their stories and hear about others.

**Strategy 1.3** Attend to the unique needs of various student populations within the Thurgood Marshall community.

**Sub-Strategy 1.3.1** Develop and implement a plan to systematically include and support frosh students who are living outside of Marshall College.

**Sub-Strategy 1.3.2** Strengthen relationships with The Village professional staff in order to better engage, support, and connect with Thurgood Marshall transfer students who live on campus.

**Sub-Strategy 1.3.3** Develop and implement a plan to include and support undocumented students, and international and out-of-state students.

**Goal 2: Programming**

**Alignment with UC San Diego Strategic Plan Goals 1 and 4; UC San Diego Student Affairs Strategic Goals 3 and 4; UC San Diego Equity, Diversity, & Inclusion Strategic Goal 4; Thurgood Marshall College Provost Vision.**

Collaborate with students, campus departments, and other partners to provide meaningful, high-quality programs that engage students throughout their time as Thurgood Marshall students and beyond (alumni).

**Strategy 2.1** Develop co-curricular programming that links and expands on topics relevant to Dimensions of Culture (DOC), engaging students currently enrolled, DOC alumni, and those who did not/were not required to take DOC.

**Strategy 2.2** Align student-led programming with the college's motto of "developing students as scholars and citizens."

**Strategy 2.3** Create meaningful assessment of Student Affairs sponsored events as well as student learning and development.

**Strategy 2.4** Partner with the Provost to develop and implement a study-away service learning program.

### **Goal 3: Communication**

#### ***Alignment with UC San Diego Strategic Plan Goals 2 and 5; UC San Diego Student Affairs Strategic Goals 2 and 4.***

Cultivate a broad range of communication efforts to systematically invite, include, involve, and engage students, faculty, staff, and campus partners in Thurgood Marshall College events, programs, and leadership opportunities.

**Strategy 3.1** Create an intentional outreach plan to communicate more effectively with transfer, commuter, and overflow students who may feel less connected to Thurgood Marshall College and/or may not be aware of programs and resources.

**Strategy 3.2** Solidify the Thurgood Marshall College Student Affairs communication plan. Include new means beyond the traditional approaches (Marshall Memos, Resident Assistant posts, Facebook posts, College website) to reach students who are less responsive to digital communication.

**Strategy 3.3** Hold quarterly listening sessions with the Thurgood Marshall College Student Affairs leadership to learn about the experiences, needs, and hopes of Thurgood Marshall students.

**Strategy 3.4** Create a cyclical social media plan, in collaboration with relevant colleagues, that interests and engages current and prospective students, alumni, campus partners, and supporters (e.g., donors, parents and families).

**Goal 4: Physical Environment**

***Alignment with UC San Diego Strategic Plan Goal 5; UC San Diego Student Affairs Strategic Goals 4 and 5; UC San Diego Equity, Diversity, & Inclusion Strategic Goal 4.***

Continue advocacy efforts to ensure safe, accessible, aesthetically-pleasing residential and nonresidential spaces within Thurgood Marshall College.

**Strategy 4.1** Partner with the Provost to recommend College infrastructure modifications to appropriate UC San Diego administrators and stakeholders.

**Strategy 4.2** Collaborate with Housing, Dining, Hospitality (HDH) to recommend that all residential spaces (indoor and outdoor) are welcoming, safe, accessible, and supportive of academic success.

## **Goal 5: Investment in People**

### ***Alignment with UC San Diego Strategic Plan Goal 5; UC San Diego Student Affairs Strategic Goal 3.***

Prepare, develop, and support people—our most significant resource—so that they can creatively, fearlessly, and best serve Thurgood Marshall College, UC San Diego, and the world.

**Strategy 5.1** Support Thurgood Marshall College Student Affairs staff and student leader professional development through travel to professional association meetings, and encourage staff and students to present and/or volunteer annually at professional conferences.

**Strategy 5.2** Student Affairs leadership will develop objectives for continuing education and professional development for direct reports each year.

**Strategy 5.3** Student Affairs staff will actively participate on university, national, regional, and state-level committees relevant to their respective roles, areas of professional interest, and expertise.