



**Strategic Plan**  
*Division of Student Affairs*  
**Divisional Version**  
*Updated 5/13/2009*

**Vision:** The Division of Student Affairs will be a leader in providing comprehensive and integrated campus life programs and services. We will cultivate a student-centered environment contributing to students becoming socially responsible global citizens with an enduring connection to the University.

**Mission:** The Division of Student Affairs will provide programs, services, and facilities to promote academic success and student development.

**The Mission of Student Affairs is accomplished by:**

- Developing programs, services and facilities informed by best practices in each functional area.
- Utilizing data to assess student learning, to inform and improve programs and services.
- Securing state of the art technological and physical facilities resources.
- Collaborating with students, faculty, staff and external stakeholders.
- Creating, maintaining and disseminating assessments of Florida Atlantic University culture to guide departmental, divisional and campus decision-making processes.
- Recruiting, retaining and developing a highly qualified diverse staff.
- Integrating outcomes assessments, continuous program improvement, and budget development into an ongoing strategic planning process.

**Senior Vice President for Student Affairs**

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Boca Raton • Dania Beach • Davie • Fort Lauderdale • Jupiter • Treasure Coast

*An Equal Opportunity/Equal Access Institution*

**Motto:** *Where Owls Take Flight*

**Core Values: The Division of Student Affairs values:**

- Adaptability
- Competence
- Diversity
- Innovation
- Vision
- Collaboration
- Commitment

**Core Value Statements:**

- We are timely in providing programs, services and facilities to meet the needs of our ever-changing student body.
- We remain current on student issues, concerns, professional practices, and expectations by participating in local and national staff development programs and activities.
- We incorporate student feedback and current research to create, refine, and effectively provide distinctive programs, services and facilities that support the academic success of students.
- We actively seek opportunities to cultivate relationships, develop common goals, and engage in partnerships that enhance student experiences.
- We value our commitment to the University by serving as role models for current and prospective students in support of its mission and purpose.
- We provide leadership for the future of Student Affairs and the University.
- We maintain the highest professional, social, and personal standards of conduct.
- We value and promote an inclusive environment that respects and embraces individual rights and differences.

**GOAL 1: Providing quality campus life experiences that enhance student learning and development.**

**Objective A: Assess student needs and student learning that facilitate programs, services and facilities**

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
A.1. Measure student learning including, but not limited to, social/civic responsibility, leadership, diversity, health and wellness, career planning, intellectual growth for each department including target population.	All	Assessment reports (format established by the Divisional Assessment Committee) provided annually by each department demonstrating student learning.	VPSA, Department Heads, Assessment Committee	2011-2012	Dr. Charles Brown	TBD
A.2 Conduct program reviews of all student affairs areas to assess alignment with departmental objectives and professional standards.	All	Assessment schedules for program review completion for each student affairs area every five to ten years.	VPSA, Department Heads, Assessment Committee	2014-2015	Dr. Charles Brown	\$1000-3,000
A.3. Identify departmental objectives based on professional and national operational standards. (i.e. Council for Advancement of Standards for Higher Education - CAS)	All	Establish an assessment committee to develop a comprehensive report of objectives that includes all departments providing programs, services, and facilities.	VPSA & Department Heads, Assessment Committee for Student Affairs	2010-2011	Dr. Charles Brown	No additional cost.
A.4. Establish a systematic model for the delivery of centralized, comprehensive career development services across all colleges and campuses as based on the consultant's report of the external review of the Career Development Center.	All	The number of students utilizing the Center Development Center, and the satisfaction rating of the availability and quality of career development services will increase by 10% as reported by the Student Satisfaction Survey.	VPSA, Career Development Centers, Academic Deans	2009-1010	Sandy Jakubow	\$5,000 - \$7,000
A.5. Complete and implement a 5-year, multi-level Greek Life strategic plan to address core areas such as, but not limited to, values congruence, academic achievement, leadership development, service/philanthropic initiatives, opportunities for lifelong relationships and construction of Greek housing.	Boca	A plan will be developed and presented to the campus community for feedback, review, and implementation.	Housing and Residential Life, Greek Life, Greek Life Housing Task Force	2010-2011	Terry Mena	\$1,000-\$3,000

**Objective B: Improve and expand services and amenities at the Boca Raton campus that contribute to the traditional university experience for students.**



Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources required
B.1. Increase on campus housing with the creation of the Innovation Village resident complex that will generate 2,400 living spaces for the upper class and graduate student population	Boca	An increase in the housing capacity to nearly 4800 beds.	Housing and Residential Life	2011-2012	Jill Eckardt	\$51 million for the first 600 beds.
B.2. Update the Housing master plan to meet the needs of the overall student population and growth trends including specialty housing, ie. Greek, married students or families.	Boca	B.2.1 Plan for the replacement of our oldest residence halls and increase lower division student housing.	Housing and Residential Life, Office of Greek Life, Greek Life Housing Task Force	B.2.1: 2012-2013	Jill Eckardt	B-2.1: \$32,000,000
		B.2.2 Based on the master plan update begin construction of specialty housing		B.2.2: 2013-2015		B-2.2: \$50,000,000

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B.3. Create a master plan and funding structure to support a renovated or new Student Union.	Boca	B.3.1 Develop a plan to renovate the FAU Student Union in the current footprint regarding code compliance, and structuring it to better meet the needs of the student population.	VPSA, VP Facility Planning, Student Union Staff, Student Union Board	2013-2019	TBA, Student Union Director	B-3.1: \$125,000 initial investment to study existing facilities and provide recommended changes.  B-3.2: \$50,000,000 final cost. Sources for construction include: CITF Funding, Private Gifts, Union Reserves, Campus Improvement Funds, Bond
B.4. Begin construction of a new student union.	Boca	Build a state of the art student union facility.	Student Union	2014-2015	TBA, Student Union Director	\$50,000,000
B.5. Develop and implement a comprehensive Renewal and Replacement plan for maintenance purposes.	All	B.5.1 Training and education of all facility managers in the development of R&R plans. B.5.2 An approved R&R plan for each Student Affairs facility.	All facility-based departments.	2010-2011	Eric Hawkes	\$5,000

## Goal 2: Enhance and expand student leadership opportunities

*Objective A: Establish an office for leadership development that ties into the academic mission.*

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
A.1. Develop a divisional leadership framework that provides a core curriculum for the development of a comprehensive leadership program for all students.	Boca	A.1.1: Provide a leadership development program, which immerses undergraduate students in leadership. A.1.2: Provide a leadership clearinghouse of available opportunities, resources, and programs available to the general student body and faculty/ staff.	Student Leadership Initiatives Committee	2011-2012	Michelle Perkins	\$70,000
A.2. Increase participation in the annual Student Leadership Conference	All	A.2.1: Students will be knowledgeable of leadership theories, skills, and campus opportunities A.2.2: 250 Participants will be involved with 25% increase annually	Associate Vice President/Dean of Students Student Involvement & Leadership Student Leadership Initiatives Committee	A.2.1: 2009 – 2010 A.2.2: 2010 – 2015	Michelle Perkins	\$30,000
A.3. Involve faculty, staff, and the external university community in presenting in student leadership programs.	All	Engage 10-15 faculty, staff and external university community in student leadership presentation	Associate Vice President/Dean of Students Student Involvement & Leadership	2008-2010	Michelle Perkins	
A.4. Establish a Student Leadership Institute Program for students.	All	A.4.1: Students will exhibit an understanding and application of leadership principles A.4.2: 100 students will be involved with 25% increase annually	Associate Vice President/Dean of Students Student Involvement & Leadership	2008-2010	Michelle Perkins	\$6,000

### Goal 3: Enhance and expand programming opportunities for students

*Objective A: Increase participation and involvement in a variety of programs*

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
A.1. Develop a comprehensive system to track/document current participation and involvement	All	Track student participation and involvement levels in systematic manner to determine additional programming needs.	VPSA, All Departments	2009-2010	Dr. Charles Brown	
A.2. Increase student programming around diversity and multicultural attributes.	All	A.2.1: Using the developed comprehensive tracking system, determine the spectrum of diversity programming (e.g., race, culture, gender, sexual orientation, age/generation, socio-economic class).  A.2.2: Develop and implement a model for programming that reflects student demographics.	All Departments	A.2.1: 2009-2010 A.2.2: 2009-2010	Dr. Charles Brown	
A.3. Increase the opportunities for student involvement through recognized campus honor societies	All	Increase the number of registered campus honor societies by 20%	Student Involvement & Leadership	2011-2012	Michelle Perkins	
A.4. Provide late night/weekend programming to encourage student engagement and involvement in campus life.	Boca	A.4.1: A programming board of staff and students across FAU will be formed to coordinate the scheduling, resources, and collaboration of programs, with a focus on late night/weekend program development and other student needs.  A.4.2: A full calendar of events for late night/weekends will be provided that will show activities and events for students on weekends during the regular academic year.  A.4.3: Develop a comprehensive marketing plan for late/weekend programming that promotes to students the opportunities available for involvement on weekends.	Student Involvement & Leadership; Housing and Residential Life, Greek Life	2009-2010	Michelle Perkins	\$100,000

**Objective B: Increase collaboration with Academic Affairs in developing co-curricular opportunities for graduate students**

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
B.1. Support the growth and development of Graduate Students.	All	Develop a partnership agreement with the Graduate College.	Associate Vice President/Dean of Students, Associate Deans, SG Advisors, Student Involvement & Leadership, Graduate College	2009-2010	Dr. Corey King	
B.2. Create a partnership with the Department of Educational Leadership to expand opportunities for graduate students pursuing careers in student affairs.	All	B.2.1: Conduct a baseline survey regarding graduate co-curricular opportunities (practicum, internships, or assistantships) within Student Affairs. B.2.2: Create a framework for new and existing graduate opportunities with the Division of Student Affairs. B.2.3: Annually increase the number of practicum, internships or assistantships.	Associate Vice Presidents/Dean of Students, Associate Deans, Career Development Center	B.2.1: 2009-2011 B.2.2: 2009-2011 B.2.3: 2010-2012	Dr. Corey King	

**Goal 4: Develop and maintain outreach with external constituents.**

**Objective A: Strengthen the awareness and effectiveness of the parent association.**

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
A.1. Increase opportunities for parental involvement in institutional activities and events.	Boca/ Jupiter	Develop a Parent/Family Weekend Program for the spring semester.	New Student and Owl Family Programs VPSA, Associate Vice President/Dean of Students, Associate Deans	2009-2010	Christine Lynch	TBD
A.2. Increase opportunities for	Boca/Jup	Develop a parent-mentoring program.	New Student and Owl	2009-2011	Christine Lynch	TBD

parents of current FAU students to have quality communication about FAU with parents of prospective FAU students.	iter		Family Programs VPSA, Associate Vice President/Dean of Students, Associate Deans			
A.3: Continue to support the FAU Parent Association.	All	Annually increase the membership in the Parent Association to 500 members.	New Student and Owl Family Programs VPSA, Associate Vice President/Dean of Students, Associate Deans	2009-2012	Christine Lynch	TBD

***Objective B: Develop partnerships with community agencies to enhance civic engagement.***

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
B.1. Create an outreach plan to recruit and retain community agencies	All	Annually expand database of agencies available for student participation.	Civic Engagement & Service	2010-2011	Nori Carter	TBD
B.2. Partner with non-profit agencies	All	Each department in Student Affairs will have at least one non-profit agency with which they have a partnership.	Civic Engagement & Service Student Affairs Department Heads	2010-2011	Nori Carter	TBD
B.3. Create an advisory board of community agencies and Florida Campus Compact representatives.	All	An advisory board is established.	Civic Engagement & Service	2010-2011	Nori Carter	TBD
B.4. Increase communication among students, faculty, staff, and nonprofit organizations to identify more partnerships and promote service learning and volunteerism.	All	B.4.1: Annually expand the number of classes participating in service learning beyond 25 courses. B.4.2: Annually increase student volunteer hours by 10%.	Civic Engagement & Service Academic Affairs	2009-2010	Nori Carter	TBD

**Goal 5: Provide and support staff development initiatives.**

***Objective A: Address Division-specific staff training and development initiatives.***

Strategy	Campus	Outcomes	Accountable Individuals	Target Date	Facilitator	Resources Required
A.1 Provide intensive educational experiences to Student Affairs Staff on designing intentional learning opportunities; and assessment strategies for measuring student learning.	All	Student Affairs management staff will understand and be able to articulate, verbally and through written documents, the learning strategies and outcomes from their operations.	Assessment Committee, Staff Development Committee, Student Affairs Directors, VPSA, Associate Vice President/Dean of Students, Associate Deans	2009-2010	Dr. Rozalia Williams	\$1000
A.2 Develop staff training program including components that addresses strategic learning objectives to include awareness of Gay, Lesbian, Bisexual, Transgender (GLBT) sensitivity; Customer Service; and Social Action/Social Justice.	All	A.2.1: Develop a program curriculum for implementation.  A.2.2: 75% of Student Affairs staff will attend at least one program annually.	Staff Development Committee, Student Affairs Directors, Today and Beyond Wellness	2009-2010	Dr. Bill Horstman	TBD

***Objective B: Provide excellent customer service to students, staff, faculty, and guests of FAU.***

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
B.1. Identify minimum criteria of customer service.	All	Customer service is identified as a core value of the Division of Student Affairs, and behavioral standards are detailed	Staff Development Committee, Student Affairs Directors	2009-2010	Dr. Bill Horstman	TBD
B.2. Division wide assessment of current levels of service	All	Annual report of customer service assessment results reported by department.	Staff Development Committee, Student Affairs Directors	2009-2010	Dr. Bill Horstman	TBD
B.3. Establish a customer service curriculum of training for staff and student staff.	All	Training programs will affect an increase in satisfaction of students with customer service within the Division of Student Affairs.	Staff Development Committee, Student Affairs Directors	2009-2010	Dr. Bill Horstman	TBD

**Goal 6: Heighten the visibility and understanding of Student Affairs initiatives throughout the University and Division of Student Affairs.**

*Objective A: Utilize marketing and promotions to increase the visibility and understanding of the Division of Student Affairs.*

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
6.1. Utilize a marketing campaign to highlight campus life	ALL	6.1.1: Marketing Committee will be created.  6.1.2: The Marketing Committee will implement and develop a campaign targeted at students, parents, faculty, staff and alumni.  6.1.3: Create a campus life brand that communicates mission and values.	Student Affairs Director, Chair of a Marketing Campaign Committee	6.1.1: 2009-2010 6.1.2: 2010-2011 6.1.3: 2010-2011	Dr. Charles Brown	

**Goal 7: Evaluate and identify current strategic needs for funding that may be provided by external sources.**

*Objective A: The Division of Student affairs will generate funding through development for support of programs, services, and facilities.*

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
A.1. Design and initiate a development campaign for the Division	All	A.1.1: Create an advisory board that will prioritize divisional- funding needs and document these in an annual report.  A.1.2: Hire a chief development officer (fundraising officer) for the Division.	VP SA, Student Affairs Directors, Associate Vice President/Dean of Students, Associate Deans	A.1.1: 2009-2010 A.1.2: 2009-2015	Dr. Charles Brown	\$100,000
A.2. Increase the fundraising opportunities within the Division.	All	A.2.1: Chief development officers will assist in increasing current fundraising efforts by departments with Student Affairs.	VP SA	2009-2015	Dr. Charles Brown	TBD

		A.2.2: Student Affairs development campaign will bring in \$1 million/comparable sponsorships/partnerships over the next five years.				
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***Objective B: The Division of Student Affairs will develop a summer conference program.***

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
B.1. Streamline the summer conference bookings process.	Boca Raton, Jupiter	B.1.1: Create a summer conference planning team.  B.1.2: There will be a 25% increase in conferences annually for 3 years.	Housing & Residential Life, Student Union, Associate Vice President/Dean of Students Business Services	2009-2012	Dr. Corey King	TBD
B.2. Create a conference coordinator for the summer conference program.	Boca Raton	Write a job description for a conference coordinator and fill the position.	Housing & Residential Life, Student Union	2010-2015	Jill Eckardt	\$100,000

**Goal 8: Develop programs and services in order to meet the unique needs of FAU Students.**

***Objective A: Increase the quality of services to students with disabilities.***

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
A.1 Collaborate with Academic Affairs to establish a disability awareness training program for faculty.	All	Provide two (2) programs per year that will educate and promote awareness of disability-related issues to faculty.	OSD, Counseling Center	2009-2010	Nicole Rokos	\$10,000
A.2 Increase accessibility of technology for students with disabilities	All	A.2.1: Develop a plan to make FAU website more accessible to individuals with disabilities.  A.2.2: Student Affairs “key” computer labs (ie. Career Development, Student Union, and Housing & Residential Life) will be equipped with assistive technology to meet the needs of students with disabilities.	OSD, Housing, Career Development Center, and Student Union	2009-2010  2010-2011	Nicole Rokos	\$100,000
A-3 Increase OSD students’	All	Hire a part-time counselor to conduct employer	Career Development	2010	Sandy Jakubow	\$50,000

participation in internships, Co-op's and full-time employment opportunities.		outreach and career coaching to link OSD students with employment opportunities through the CDC.	Center, OSD			
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**Objective B: Expand programs and services for student veterans.**

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
B.1 Determine the scope and needs for Veterans resources at FAU.	All	B.1.1: Create a university-wide Student Veterans Committee.	VPSA AVP/Dean of Students	B.1.1: 2009-2010	Dr. Corey King	
		B.1.2: The university-wide Student Veterans Committee will develop and implement a master plan to address needs and resources required.		B.1.2: 2009-2011		

**Objective C: Increase the quality of services to international students**

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
C.1. Increase efficiency of international student services on all campuses	All	C.1.1 Two staff members will complete nationally certified training program.	ISSS Director; ISSS Advisors receiving training; Associate Deans on partner campuses	2009-2010	Dr. Mihaela Metianu	\$1500 in travel and workshop funds
		C.1.2 One existing staff member will be trained to provide routine immigration advising to international students on the Broward Campuses.				
		C.1.3 Walk-in and appointment based advising system will be implemented.				
		C.1.4 100% accurate immigration-based reporting will be achieved.				
C.2 Create web-based resources for international students throughout the division.	All	C.2.1 User-friendly website using student affairs template will be implemented.	ISSS Director	2009-2010	Dr. Mihaela Metianu	Graduate Assistant Time
		C.2.2 All forms and procedures will be available on line.				

C.3 Redesign orientation, check-in and notification program for international students	All	C.3.1 100% of incoming international students will complete the check-in process within 30 days of school start  C.3.2 100% will receive regulatory updates every semester	ISSS Director	2009-2010	Dr. Mihaela Metianu	N/A
C.4 Partner with Undergraduate Admissions and Graduate College in streamlining international student processing	Boca	C.4.1 Immigration document processing for undergraduate international students will be centralized at ISSS  C.4.2 Immigration document processing for graduate students will be centralized at ISSS	ISSS Director AVP/Dean of Students	2009-2010  2010-2011	Dr. Mihaela Metianu	\$50,000

**Goal 9: Develop and support services that ensure safe living and learning environments.**

***Objective A: Create and support a collaborative infrastructure that promotes student safety and security.***

Strategy	Campus	Outcome	Accountable Individual	Target Date	Facilitator	Resources Required
A.1 Implement the multidisciplinary Student Crisis Awareness Committee/Student Intervention Team (SCAC/SIT) to address intervention and management of troubled and difficult students and respond in an emergency to students who pose a threat to self or others.	ALL	<p>A.1.1: The SCAC will serve as a consultation/intervention advisor to the AVP/Dean of Students.</p> <p>A.1.2: The SCAC will confer and decide on immediate actions to prevent those students posing a risk of harm to self/others in the University community or students engaging in behavior that threatens to become a risk of harm to self or others.</p> <p>A.1.3: The SIT will take actions on the recommendations of the SCAC and will also respond to actual and imminent risk or emergency situations to prevent individuals from harming themselves or others.</p> <p>A.1.4: Educate and promote awareness of troubled, disruptive, and threatening students to faculty, staff, and students. To hold a minimum of 10 workshops/year.</p>	AVP/Dean of Students SCAC/SIT members	2009-2011	Dr. Corey King	TBD
A.2 Clarify and further define the purpose and mission of the Wellness Task Force with the intention of broadening the scope of the Task Force.	ALL	Write a mission, vision, and operational programming plan for the Wellness Task Force.	Wellness Task Force members	2009-2010	Rosemary Dunbar	

A.3 Implement an online health and wellness promotion program	ALL	A.3.1: Provide a baseline of Alcohol and Other Drugs knowledge for incoming FAU students. A.3.2: Provide health and wellness information as well as, on-campus resource information.	Wellness Task Force	2010-2011	Rosemary Dunbar	\$14,000-\$16,000
A.4 Reduce exposure of the general campus population to tobacco smoke.	ALL	Establish designated smoking zones on campuses.	Wellness Task Force Members	2009-2010	Rosemary Dunbar	
A.5 Continue to support university safety month for students.	ALL	Through the University Safety Committee, Student Affairs will continue to commit financial and human resources.	Safety Committee Reps	2008-2010	Cathie Wallace	