

Division of Student Affairs

Strategic Plan 2017-2020

“We’re All About Students!”

Vision Statement

The Division of Student Affairs aspires to ignite purpose and passion in our students to become socially responsible and globally engaged leaders. We will challenge ourselves and our students to accept and act upon our responsibility, to be role models who learn, and act to create meaningful and impactful change at FAU and beyond.

Mission Statement

We create diverse, challenging and transformative environments through our innovative and effective programs, services, and outcomes-based approach to student learning and development. We equip students with necessary tools to achieve academic, personal, and career success.

The Mission of Student Affairs is accomplished by:

- Developing programs, services and facilities guided by best practices in each functional area.
- Utilizing data to assess student learning, thereby improving 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 outcome assessments, continuous program improvements, and budget development into an ongoing strategic planning process.

Core Values

The Division of Student Affairs core values are:

- **Diversity:** Intentional awareness and inclusion
- **Innovation:** Striving for creative solutions and continuous improvement
- **Integrity:** Accountability to divisional goals and professional standards
- **Collaboration:** Shared programs, services, and governance to achieve maximum benefit
- **Leadership:** Students, staff, structures, by teaching, learning, acting...model the way
- **Wellness:** Care for self, care for others, care for community

THEME 1 - RECRUITMENT & ENROLLMENT

Goal 1: Successfully enroll a 2019 FTIC class of 3500 students with: a minimum GPA of 3.6, Median 50% mean of 4.0; Minimum ACT of 22 with Median 50% mean of 25. Increase out-of-state enrollment of the undergraduate student population to 18%.

Strategic Actions:

- a. Develop and implement international recruitment strategies that are driven by SAEM (admissions and IS).
- b. Leverage a systems-wide approach to get our students enrolled i.e. RNL, NRCCUA, changes in processing, case management, orientation, A, B, C teams.
- c. Create materials that are inclusive and train recruiters to highlight campus life. Ensure a diverse recruitment team that has been trained for the varied populations whom they are recruiting.
- d. Target populations that FAU has particular services, academic programs, or offerings for utilization in recruiting. "Sell what we are good at."
- e. Identify and effectively communicate career center resources and outcomes that may be meaningful to high achieving high school students who are building toward their future
- f. Provide student affairs training for admission recruiters to educate them on the resources available in the residence halls - academics, career, FAU experience.

Goal 2: Fully develop digital marketing/recruiting strategies with along with a focused "follow-up" strategy for attracting and enrolling students who meet our benchmarks in select majors.

Strategic Actions:

- a. Connect companies and successful alumni to the admissions recruitment process including marketing materials.
- b. Develop and implement NRCCUA campaign.
- c. Become a host site for regional competitions, summer camps and field trips to the Brain Institute and other specialized labs/research centers of FAU
- d. Expand the virtual reality tours of divisional services offered to support the needs of benchmarked majors.
- e. Identify and hire a digital marketing agency who could assist in identifying key segments and developing recruitment communication plans for consistent messaging and brand strategies.

Goal 3: Begin a pilot program with Hillel to co-recruit and attract out-of-state students from the Northeast and mid-West to FAU.

Strategic Actions:

- a. Work with Hillel to purchase advertisements in JCC and TEMPLE magazines in these areas advertising FAU
- b. Develop a sub-recruitment plan.
- c. Make this a strategy of prior Goal "Successfully enroll... Increase out-of-state enrollment of the undergraduate student population of 18%."
- e. Co-create a targeted pilot program with Hillel to connect with B'Nai B'rith organization in the NE and MW to communicate the benefits of an FAU educational experience

Goal 4: Engage aggressively in recruiting the best freshman class in FAU history for Fall 2019. Follow the metrics closely.

Strategic Actions:

- a. Enhance interaction of our units during recruitment events and orientation to close the deal
- b. Continue to allocate resources to support the efforts of recruiting the high-achieving class, leverage technology and resources to increase the admissions funnel capacity, and expedite the recruiting cycle.
- c. Expand marketing of divisional services offered to support the needs of targeted students that empirically impact university selection.
- d. Expand FAU marketing efforts and recruitment strategies beyond the traditional core markets (central to Northern FL, the South, and SE and SW USA)
- e. Create an infographic that states how good we are at Business, Nursing, Accounting, etc.

Goal 5: Help us become a highly-targeted research and data-oriented university that fully understands the mind and expectations of the gifted high school student.

Strategic Actions:

- a. Targeted invitations to specific events that engage gifted high school students with hands on experiences beginning sophomore year of HS
- b. Collaborate with academic affairs to create unique academic opportunities for high-achieving students.
- c. Hire a consulting entity to provide training, solidly grounded in recognized empirical research, to assist our understanding of the mind and expectations of gifted high school students and parents.
- d. Establish deeper integrated pathways between secondary education and FAU to expose students to research and experiential opportunities
- e. High achieving mentorship program relationship with Scripps and Max Plank

Goal 6: Aggressively and successfully recruit National Merit Scholars and assist in implementing the strategy for producing National Merit Scholars from FAU High School. Set a goal of 25 new NMS Scholars entering for Fall 2019.

Strategic Actions:

- a. Support admissions in their strategies to garner interest and commitment from NMS Scholars
- b. Create and roll out financial packages that are attractive than other universities for these students (include graduate and professional school).
- c. Expand marketing of divisional services offered to support the needs of National Merit Scholars that empirically impact university selection.
- d. Create a dedicated space for test prep studying

THEME 2 - STUDENT SUCCESS

Goal 1: Highlight and correct deficiencies that reduce our overall institutional effectiveness and responsiveness to student needs/expectations.

Strategic Actions:

- a. Create comprehensive process flowcharts to course registration including deadlines separate for onboarding and continuing student
- b. Assess what the deficiencies are in order to prioritize and strategize solutions... in the form of a survey and/or data already gathered. We need to know what problems/deficiencies are before we come up with solutions (i.e. Unit feedback about processes that may cause roadblocks, Climate survey, A, B, C-Teams).
- c. Review policies and procedures that create barriers for students to ensure they align to the University policies and/or state and federal regulations.
- d. Analyze and investigate program review for mission effectiveness
- e. Develop and implement a culture of career readiness throughout the institution and the tools to bring it to life
- f. Open Communication - Operationalize how to share appropriate information from A, B, C-Teams to staff on the ground"

Goal 2: Ensure that expectations for student success at FAU remain a top priority.

Strategic Actions:

- a. Focus on special populations through the lens of persistence, retention and graduation
- b. Collaborate with academic affairs to expand tutoring in the residence halls and increase accessibility to commuter students.
- c. Include students in committees to keep their voice at the forefront
- d. Devise strategies for effective interdepartmental referrals that target populations with lower retention rates. Note: Referrals with specific people within the departments can be more efficacious.
- e. Establish a clear definition of student success at FAU and ensure alignment against specific actions to deliver on student success goals and objectives

Goal 3: Work with the Provost's office to develop a strategy to dramatically reduce the number of students who transfer out of FAU to other SUS schools during or after their Freshman year.

Goal 4: Continue your very impressive efforts at enrolling and ensuring success (including 4-yr graduation) of First-Generation students.

Strategic Actions:

- a. Enhance access for service delivering departments to know which students are first-gen in order to provided more targeted services and education.

Goal 5: Develop strategies to obtain \$45,000/yr mean starting salaries for the BOG metric for our graduating students in 2019.

Strategic Actions:

- a. For all degree-requiring positions, escalate the starting pay to \$45K for FAU graduates.

THEME 3 - DASHBOARDS

Goal 1: Become an expert in using Dashboards and Data Analytics to develop specific improvement strategies and document metric-driven successes. Engage your staff where appropriate in the use of selective dashboards to improve their overall understanding of data and gain buy-in.

Strategic Actions:

- a. Tailor data analysis and workshops for an interpretation and utilizing dashboards for decision making. Document program improvement and reporting in annual cycle
- b. Engage the division in training and access sharing of the various dashboards and allow for centralization of access/location of links/resources.
- c. Develop and provide interactive hands-on training on how to use the dashboards and interpret the data. Trainings may include case scenarios to actively learn how to slice and interpret data for further application to each area.
- d. Gain access to the departmental dashboard and have each department purposefully select the KPIs.
- e. Advance a culture of evidence by institutionalizing the use of data and dashboards for assessment, analysis and evaluation
- f. Incorporate dashboard training for the Division in semester meetings and training

Goal 2: Develop and fully utilize unit-by-unit dashboards that track progress toward goals. Engage your team of direct-reports in metric tracking for assessment.

Strategic Actions:

- a. Guide SAEM members on how to better work with direct reports/areas on continuous monitoring of goals throughout dashboards
- b. Strategically implement initiatives based on dashboard reports to then subdivide/assign in-unit tasks to direct reports related to progress in goals. Delegate and come up with a plan for your area based on dashboard data and assessment maps.
- c. Implement an Assessment focused meeting as regularly scheduled increments as appropriate for area (bi-weekly, monthly, semesterly)"
- d. Consider recent research in utilizing high-impact practices to move our data from ordinal to ratio, from numbers to change.
- e. Incorporate the use of standardized dashboards into regular team meetings, one on ones, and assessment and appraisals
- f. Create semester report of how the Director and Department are working towards goals for metrics

THEME 4 - STRATEGIC PLATFORMS

Goal 1: Document your success in moving forward the Platforms of the “2025 Race to Excellence”.

Strategic Actions:

- a. Pull non-SAEM initiatives related to platforms into an assessment map to document successes comprehensively along with around reports
- b. Pull KPI's and assessment map data related to the platforms and assess if they are truly speaking to/contributing to the work for each of the objectives per platform. What are the deliverables that we are providing that are truly tied into the objectives for the platforms. Track in a shared document/location that each of the stakeholders have access to (think the Carnegie classification application process).
- c. Apologies...here you go: Utilize Assessment Map to identify all programs/services/events that have tied to a platform. Use this information to develop a one-pager of the Division's contributions to the platforms. In addition, platforms that we provide direct leadership to should prepare an end-of-year report.
- d. Provide biennial reports of progress and deliverables for each platform
- e. Develop a specific section on the assessment portal that makes it easier to identify and document divisional successes on each pillar and platform
- f. Integrate "2025 Race to Excellence" verbiage and expectations into Divisional Forms and processes to collect data and alignment to the goal

THEME 5 - DEVELOPMENT

Goal 1: Become an integral "player" in helping lead the Student Affairs & Enrollment Management portion of "Development" for a Comprehensive Fund-raising Campaign. Develop the beginning strategies/naming opportunities, donor relations and support materials.

Strategic Actions:

- a. Find personal student success stories that align with divisional initiatives
- b. Every unit will develop and share menu of development options/"big ideas" for their area(s) and corresponding elevator pitches.
- c. Provide input on potential leads either for areas that can be considered for naming or alumni community partners or others that may be considered as a donor.
- d. Explore opportunities within each department for partnerships, naming, and synergistic options that would be appealing to possible donors.
- e. Through our collective community engagement efforts, we can help to identify prospective donors
- f. Shared services marketing will develop materials to share the fund-raising initiatives to prepare stakeholders for the capital campaign