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LAST UPDATED: JULY 15, 2020
THINK, REFLECT, PLAN

The Division of Students Affairs empowers and supports all students to achieve their full potential. Each department works diligently to fulfill their unique mission; collectively, DSA departments engage all FSU students as they matriculate to the University, participate in curricular and co-curricular learning, engage with essential services, graduate to pursue fulfilling careers, and become alumni with a lifelong connection to the Florida State community. DSA staff members collaborate across campus to center students and ensure inclusion, learning, wellness, and engagement are central to campus life and a foundation of the student experience.

The DSA engages students through daily interactions with programs, services, and resources as well as supporting the community in times of crisis. Since we began the strategic planning process in 2017, the DSA and FSU students demonstrated adaptation, care, and resilience. In the past three years, FSU weathered three hurricanes, became national leaders in developing a ‘new normal’ for fraternity and sorority life, cared for students following gun violence that impacted our community, supported students as they advocate for racial justice through the Black Lives Matter movement, and pivoted to a virtual FSU experience in the face of a global pandemic.

The challenges we faced as we developed this plan underscore the need to be grounded in our values and purpose. As we look ahead to the next five years, we remain steadfast in our commitment to the Florida State University community.
DIVISION OF STUDENT AFFAIRS

Career Preparation
• The Career Center

Health, Wellness, & Safety
• Campus Recreation
• Department of Student Support & Transitions
• Student Conduct & Community Standards
• Title IX
• University Counseling Center
• University Health Services

Inclusive Community
• Center for Academic Retention & Enhancement
• Center for Global Engagement
• Center for Leadership & Social Change
• Oglesby Union

Student Engagement
• Fraternity & Sorority Life
• Student Engagement
• University Housing
  ◦ FSU Childcare & Early Learning

Office of the Vice President for Student Affairs
• DSA Business Office
• DSA Marketing
• Information Technology & Business Relationship Management
• Strategic Planning & Assessment
MISSION
The Florida State University Division of Student Affairs empowers and supports all students to achieve their full potential.

VISION
We believe in the power of the student experience to develop graduates who positively impact the world.

VALUES
To support learning and success, we uphold our values of:

Community: Our work exists through relationships of trust and mutual respect that create a sense of belonging. We cultivate community through a connected, collective network. We collaborate with the FSU community to shape a supportive and safe environment.

Student Development: We prioritize the development of the whole person so that everyone realizes their full potential. We educate and provide experiences for lifelong learning through engagement with staff members, programs, services, and facilities.

Inclusivity: Honoring the intersectionality of all people, we create inviting spaces to learn from each other and build more complex ways of being. We value and advocate for an equitable and just campus community.

Wellness: We create campus environments that promote wellness as a foundation of a productive and positive experience. We respect each other and hold one another accountable for practices that help our community thrive.
A compass is a navigational tool that helps the user find their position relative to the established directions of north, south, east, and west. The strategic plan situates our work within the campus community relative to established institutional priorities.

A map is a symbolic, visual representation of objects in space. Maps give directions, show landscape features, and create plans for cities. The strategic plan outlines priorities for the next five years and provides direction for the organization.

Light bounces off a mirror in such a way that it reflects an image making it a useful tool for looking at oneself. The strategic plan is a reflection of divisional priorities. In 2025, this plan should be a tool to reflect on accomplishments and plan for the next five years.
**STRATEGIC FOCUS AREAS**

- Develop a Culture of Wellness through Supporting a Thriving Community
- Include and Value All People in Pursuit of an Equitable & Just Campus Community
- Develop the Whole Person through Education & Experiences for Lifelong Learning
- Shape the Campus Environment through Supporting Operational Excellence & Enhancing Organizational Health

**STRATEGIC PLANNING PROCESS**

The significant contributions of over 200 individual DSA staff members serve as the foundation for this plan.

Through an iterative process, the DSA sought input from staff members and stakeholders, analyzed the feedback, and shared results.

**SUMMER 2017**
- Focus Groups with Vice President for Student Affairs

**FALL 2017**
- DSA Analysis of Strengths, Weaknesses, Opportunities & Threats
- Feedback sessions on mission, vision, values

**SPRING 2018**
- Values clarification exercise at DSA Conference
- Division-wide survey

**SUMMER 2018**
- Strategic Planning Think Tanks
- Strategic Planning Retreat

**FALL 2018**
- Affirm focus areas

**SPRING 2019**
- Work groups propose objectives and tactics
- Staff Climate Survey

**SUMMER 2019**
- Synthesize work group materials

**FALL 2019**
- Strategic Planning Retreat
- Meetings with each department to determine core functions

**SPRING 2020**
- Meetings with VP Team to refine strategies and tactics

**SUMMER 2020**
- Final draft of strategic plan
- Division-wide meeting to share strategic plan
An inclusive campus is one where all members feel valued, respected, and able to participate; people have a sense of belonging; and community members are supported by institutional resources and policies. The Inclusivity Think Tank identified departments and units - including CLSC, CARE, CGE, SG&A, and OAS, among others - and resources like the kNOw More campaign, Food for Thought Pantry, Internship Fund, and report.fsu.edu as strengths of the DSA. Some of the gaps included support for inclusive language, spaces for intersection of identities, and training. We support and value international students and are committed to global understanding and campus internationalization. In the July 2020 Black Lives Matter statement, DSA administration committed to “actively working to dismantle racist systems that persist in the Division of Student Affairs and at Florida State University.” Broadly, we seek to close the gap between the stated value for diversity and inclusion and our actions.
GOALS & STRATEGIES

1. Advance diversity, equity, and inclusion by prioritizing relationships and resources
   a. Launch the Student Equity and Inclusion Office, a resourced office focused on education, training, and implementing programs and services to foster a more inclusive student experience
   b. Create a divisional task force for student equity and inclusion charged with continuing to help the DSA move forward
   c. Engage in sustained service with the community guided by local leaders
   d. Expand the Black Male initiative as well as develop initiatives for Black women, Black LGBTQ students, and additional groups of students

2. Create expectations for all DSA staff regarding diversity, equity, and inclusion
   a. Require diversity, equity, and inclusion training of all DSA staff annually
   b. Embed training on diversity, equity, and inclusion in DSA onboarding
   c. Integrate value for diversity and inclusion into divisional gatherings

3. Increase students' capacity for equity and inclusion through education, training, and dialogue
   a. Support University's requirement for diversity, equity, and inclusion training of all students
   b. Students in communities of influence will receive additional training on diversity, equity, and inclusion
   c. Expand training related to freedom of expression and free speech
   d. Provide regular opportunities for students to engage in dialogue

4. Communicate expectations for an inclusive community
   a. Lead the way for the campus community in using inclusive language and images on websites, emails, and printed materials
   b. Continue sharing a land acknowledgement statement at Student Affairs events and expand the events where the statement is read
   c. Share inclusive campus statement from senior leadership on website
GOALS & STRATEGIES (CONTINUED)

5. Enhance campus environment for inclusivity by developing physical and virtual spaces in alignment with our values
   a. Audit Student Affairs buildings, spaces, publications, and websites to ensure visibility and representation of students
   b. Enhance physical presence of cultural groups, agencies, and multicultural Greek organizations
   c. Develop a comprehensive calendar of holidays (e.g., Juneteenth) and religious celebrations including guidelines for planning inclusive programs
   d. Plan for Spanish language resources in preparation for becoming a Hispanic Serving Institution

6. Prioritize representation and inclusion by increasing the presence and visibility of inclusive and diverse communities
   a. Collaborate with the campus community to expand on existing recruitment events and create additional opportunities for recruitment with a focus on the history of FSU’s African American and Black students, faculty, and staff for prospective students and guests
   b. Highlight celebrations, weeks, and months throughout the year to advance diversity, equity, and inclusion
   c. Promote transparency through disaggregating data to explore diverse student experiences

Diversity asks: Who is in the room? How many more of (any marginalized/underrepresented group) do we have this year than last?

Equity asks: Who is trying to get in the room but cannot? What conditions have we created that maintain certain groups as the perpetual majority here?

Inclusion asks: Have everyone’s ideas been heard? Whose ideas have been disregarded because they are not in the majority? Is this environment safe for everyone to feel like they belong?

Inclusivity Think Tank, adapted from Dafina-Lazarus Stewart
DEVELOP THE WHOLE PERSON THROUGH EDUCATION AND EXPERIENCES FOR LIFELONG LEARNING

Through offering a rich variety of experiential learning and engagement opportunities, as well as working with academic partners on joint academic and student affairs initiatives, the DSA plays a key role in holistic student learning and development. Experiential learning research shows students do not learn from experience alone; they learn from processing and reflection where they make connections in order to apply what they learned in the future.

To catalog all the learning taking place through DSA programs and services would be nearly impossible; our strategic plan focuses on key questions: What knowledge and skills do we want students to acquire related to our core values? How do we provide opportunities for students to reflect and demonstrate learning? What systems can we use to document student learning and engagement? How do we share what students are learning and why it matters?
GOALS & STRATEGIES

1. Promote student success through the development of knowledge and skills
   a. Develop divisional learning outcomes in alignment with DSA values and focus areas
   b. Prioritize opportunities for students to reflect on and make meaning of experiences to facilitate learning

2. Examine alignment of intent and impact in programs and services
   a. Share stories of student learning related to divisional learning outcomes to complement academic success metrics

3. Increase support for the development of student staff and graduate assistants
   a. Expand professional development opportunities for graduate students
   b. Train and supervise undergraduate student staff with a focus on developing transferable skills

4. Understand the impact of programs and experiences by capitalizing on data related to student engagement
   a. Create efficiencies in data collection by streamlining systems for documenting engagement
   b. Expand badging and portfolio systems to track the development of skills and competencies
   c. Broaden the collection of utilization data through the Card Swipe App, CRM tools, and associated technologies

5. Support students' learning and development related to civic engagement and social justice
   a. Receive NASPA Voter Friendly Campus designation
   b. Hold an annual professional conference committed to the sharing of research and programs that focus on race, equity, justice, and inclusion

"When students succeed academically and engage in co-curricular programs and initiatives, they enhance their capacity to develop into holistically well individuals who care about their well-being, have regard for their future, and engage respectfully with others."

Student Learning Think Tank
DEVELOP A CULTURE OF WELLNESS THROUGH SUPPORTING A THRIVING COMMUNITY

Health, wellness, and safety are foundational aspects of community well-being. In the past 10 years, FSU data from the National College Health Assessment has shown a decrease in high risk drinking, driving after drinking, students injuring themselves after drinking, and smoking cigarettes; during the same time period, students reported greater levels of stress, anxiety, depression, and hopelessness. Across the country, campuses are devoting more attention to the role of mental health in student success.

In recent years, Florida State University prioritized health, wellness, and safety through increasing the capacity of mental health counseling, opening a new Health and Wellness Center, diversifying recreation opportunities, and focusing on resource security for students. In 2019, the DSA launched the Live Well FSU campaign. Looking to the future, the Healthy Campus 2030 initiative brings together partners from across campus to envision the future and prioritize initiatives that enhance the campus ecology for wellness.
GOALS & STRATEGIES

1. Enhance the campus ecology for wellness
   a. Support implementation of Healthy Campus 2030

2. Communicate expectations for a healthy campus community through a marketing and branding initiative
   a. Conduct a health and wellness inventory to assess existing programs and services
   b. Launch the Live Well campaign to encourage healthy behaviors and wellness
   c. Share expectations for students’ agency in their wellness journey
   d. Increase promotion of health, wellness, and safety resources through Live Well campaign

3. Encourage healthy behaviors through increased knowledge of health, wellness, and safety
   a. Expand participation in health, wellness, and safety programs
   b. Enhance student learning from health, wellness, and safety programs

4. Enhance pathways for health interventions to support referral and care
   a. Promote interdepartmental health referral process within the University community
   b. Establish a collegiate recovery community to help students thrive during their college experience
   c. Enhance resource security for students through increasing the capacity of the Food for Thought Pantry

5. Support student success through implementing financial wellness programming
   a. Understand the landscape of financial wellness at FSU
   b. Provide opportunities for students to learn financial wellness

“Wellness is being aware of and making choices towards a successful existence. Wellness contributes to overall well-being, which is a lifelong process of finding your personal flow and sense of self.”
Wellness Think Tank
SHAPE THE CAMPUS ENVIRONMENT THROUGH SUPPORTING OPERATIONAL EXCELLENCE & ENHANCING ORGANIZATIONAL HEALTH

Administrative teams provide infrastructure for programs and services. In business, operational excellence is achieved through consistent evaluation of, and improvement to, systems in order to become more efficient and develop a competitive edge. We recognize the value of operational excellence for efficiency, balanced with care for the uniqueness of each of our students. We exist in the tension between operating as a business and prioritizing the humanity of our role as educators.

Organizational health encompasses organizational culture, clarity of vision, and relationship management. Healthy organizations are more resilient, adapting to change and growing through challenges. To enhance organizational health, we will invest in staff development, provide clear and consistent messaging, and develop relationships. The DSA commitment to organizational health supports long term sustainability by enhancing our ability to adapt and grow.
GOALS & STRATEGIES

1. Demonstrate sustainable use of financial resources to further the mission of the DSA
   a. Increase the number of donors to Student Affairs
   b. Increase the size of philanthropic gifts to Student Affairs
   c. Explore possibilities for diversifying revenue streams
   d. Identify opportunities to increase efficiency through reviewing processes and centralizing resources

2. Invest in staff members by cultivating an environment for staff development
   a. Develop a staff wellness working group with a focus on wellness programming
   b. Provide annual and one-time professional development opportunities for DSA staff
   c. Make funding for external professional development opportunities more equitable across the DSA
   d. Host regular forums for staff to engage in dialogue with senior administrators about topics of concern

3. Enhance the organizational health of the DSA in order to recruit and retain an excellent team
   a. Acting within state and federal laws, intensify efforts to recruit, support, and retain staff of color, particularly Black staff
   b. Evaluate supervisors on diversity, equity, and inclusion as part of their annual performance evaluation
   c. Recognize staff members through departmental and divisional appreciation and celebration opportunities
   d. Support departmental on-and off-boarding for a consistent and cohesive staff experience

4. Promote the overarching work of the DSA as well as the unique contributions of portfolios through branding
   a. Develop cohesive marketing materials for the DSA

5. Establish data governance for student affairs to support the University's data infrastructure
   a. Create a Student Affairs Data Governance group
   b. Develop a data governance plan to support the University's data governance strategy