

FLORIDA STATE UNIVERSITY  
DIVISION OF STUDENT AFFAIRS

---



# STRATEGIC PLAN

## 2019 - 2024



# CONTENTS



## **03**

DSA MISSION VISION  
VALUES

## **04**

STRATEGIC PLANNING

## **08**

FOCUS AREA: INCLUDE  
& VALUE ALL PEOPLE

## **10**

FOCUS AREA: STUDENT  
DEVELOPMENT

## **12**

FOCUS AREA: HEALTH &  
WELLNESS

## **14**

FOCUS AREA: CAMPUS  
ENVIRONMENT

## **18**

2020 - 2021 PROGRESS

## **22**

STRATEGIC PLAN  
TIMELINE

## **28**

FREQUENTLY ASKED  
QUESTIONS

# DIVISION OF STUDENT AFFAIRS

## 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

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.





# INCLUDE AND VALUE ALL PEOPLE IN PURSUIT OF AN EQUITABLE & JUST CAMPUS COMMUNITY

An inclusive campus is one where people feel valued, respected, and able to participate; they have a sense of belonging; and all members of the community are supported by institutional resources and policies. DSA administration is committed to "actively working to dismantle racist systems that persist in the DSA and at FSU." We support international students and are committed to global understanding and campus internationalization.

Through this focus area of the strategic plan, we seek to close the gap between our stated value for diversity and inclusion and our actions. This plan complements commitments made in a July 2020 statement on Black Lives Matter. The plan also supports recommendations by the President's Task Force on Anti-Racism, Equity & Inclusion including institutionalizing support for anti-racism, diversity, equity, and inclusion events; regularly assessing campus climate; and requiring DEI training for faculty, staff, and students.





# INCLUDE AND VALUE ALL PEOPLE IN PURSUIT OF AN EQUITABLE AND JUST CAMPUS COMMUNITY

## Objectives

1.1 Enhance FSU's capacity for anti-racism, equity, and inclusion by establishing a resourced office for student equity and inclusion focused on education, training, and student engagement

1.2 Increase support for students by expanding and developing initiatives with a focus on identity and the intersectionality of identity

1.3 Amplify voices and seek feedback related to an inclusive campus community by creating task forces and facilitating opportunities for dialogue

1.4 Communicate expectations for an inclusive community through statements of support from senior leadership

1.5 Prepare students in peer facilitator roles and positions of influence by incorporating diversity, equity, and inclusion content into student leader trainings

1.6 Enhance the campus environment by increasing the visibility and representation of inclusive and diverse communities

1.7 Enhance the campus environment by expanding accessibility in DSA spaces

1.8 Lead the way for the campus community in using inclusive language in DSA communications

1.9 Enhance the ability of staff to support all students by providing resources, training, and support for inclusive programming

1.10 Cultivate place-based understanding among the campus community by developing and sharing a land acknowledgement statement

1.11 Support social justice learning and development through an annual professional conference








1.12 Prioritize equity and inclusion in assessment by implementing inclusive assessment recommendations from Student Affairs Assessment Leaders

## Selected Outcomes and Metrics

- Establishment of DSA & student life task forces
- Development of an inclusive holiday calendar
- Audit of DSA spaces, websites, and publications
- Establishment of a professional DEI conference
- Establishment of equity and inclusion office
- Assessment of student learning outcomes
- Number of peer facilitators receiving training
- Statements shared from senior leadership

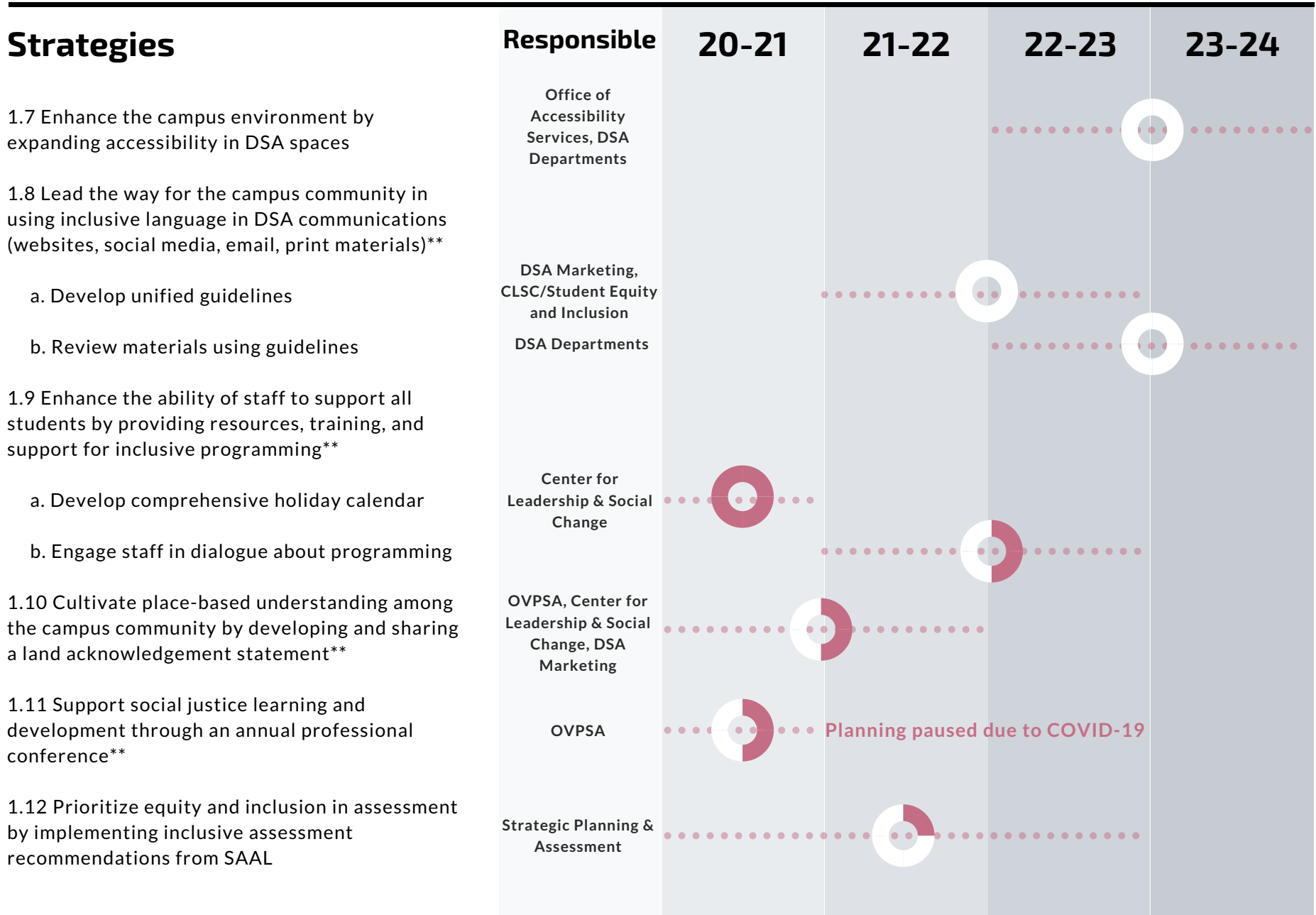


# STRATEGIC PLAN TIMELINE: INCLUDE AND VALUE ALL PEOPLE (1 OF 2)

Strategies	Responsible	20-21	21-22	22-23	23-24
1.1 Enhance FSU's capacity for anti-racism, equity, and inclusion by establishing a resourced office for student equity and inclusion focused on education, training, and student engagement**	OVPSA, Office of Student Equity and Inclusion	.....		.....	
1.2 Increase support for students by expanding and developing initiatives with a focus on identity and the intersectionality of identity**	OVPSA, Office of Student Equity and Inclusion				.....
1.3 Amplify voices and seek feedback related to an inclusive campus community by creating task forces and facilitating opportunities for dialogue**	OVPSA, DSA Departments		DSA DEI Task Force will continue; student life task force recommendations will be considered		
1.4 Communicate expectations for an inclusive community through statements of support from senior leadership**	OVPSA, DSA Marketing		Additional statements of support to be developed as needed		
1.5 Prepare students in peer facilitator roles by incorporating diversity, equity, and inclusion content into student leader trainings**	Office of Student Equity and Inclusion, DSA Departments				.....
1.6 Enhance the campus environment by increasing the visibility and representation of inclusive and diverse communities^**					
a. Curate inclusive artwork in the new Union	OVPSA, Student Union	.....		.....	
b. Enhance physical presence of cultural groups	Student Equity & Inclusion, Fraternity & Sorority Life	.....		.....	



# STRATEGIC PLAN TIMELINE: INCLUDE AND VALUE ALL PEOPLE (2 OF 2)





# DEVELOP STUDENTS THROUGH 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?



## DEVELOP STUDENTS THROUGH EXPERIENCES FOR LIFELONG LEARNING

### Objectives

2.1 Develop divisional learning domains for aligning our work with the mission of the DSA, assessing programs and services, and reporting divisional impact

2.2 Complement University success metrics through sharing stories of student development related to divisional learning domains

2.3 Capitalize on opportunities for developing the whole person by prioritizing reflection on experiential learning

2.4 Facilitate the development of skills and competencies through expanding badging and portfolio systems

2.5 Invest in the graduate experience by offering professional development opportunities for graduate students

2.6 Cultivate transferable skills in undergraduate students engaged in part-time jobs, work study, and internships through training, development, and supervision

2.7 Facilitate mutually beneficial and reciprocal partnerships by engaging in sustained service with the community guided by local leaders\*

*"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*

### Selected Outcomes and Metrics

- Establishment of learning domains
- Number of students reflecting on experiential learning through a formal program
- Development of student staff onboarding
- Assessment of student learning outcomes
- Number of robust, reciprocal community partnerships
- Number of students completing badges

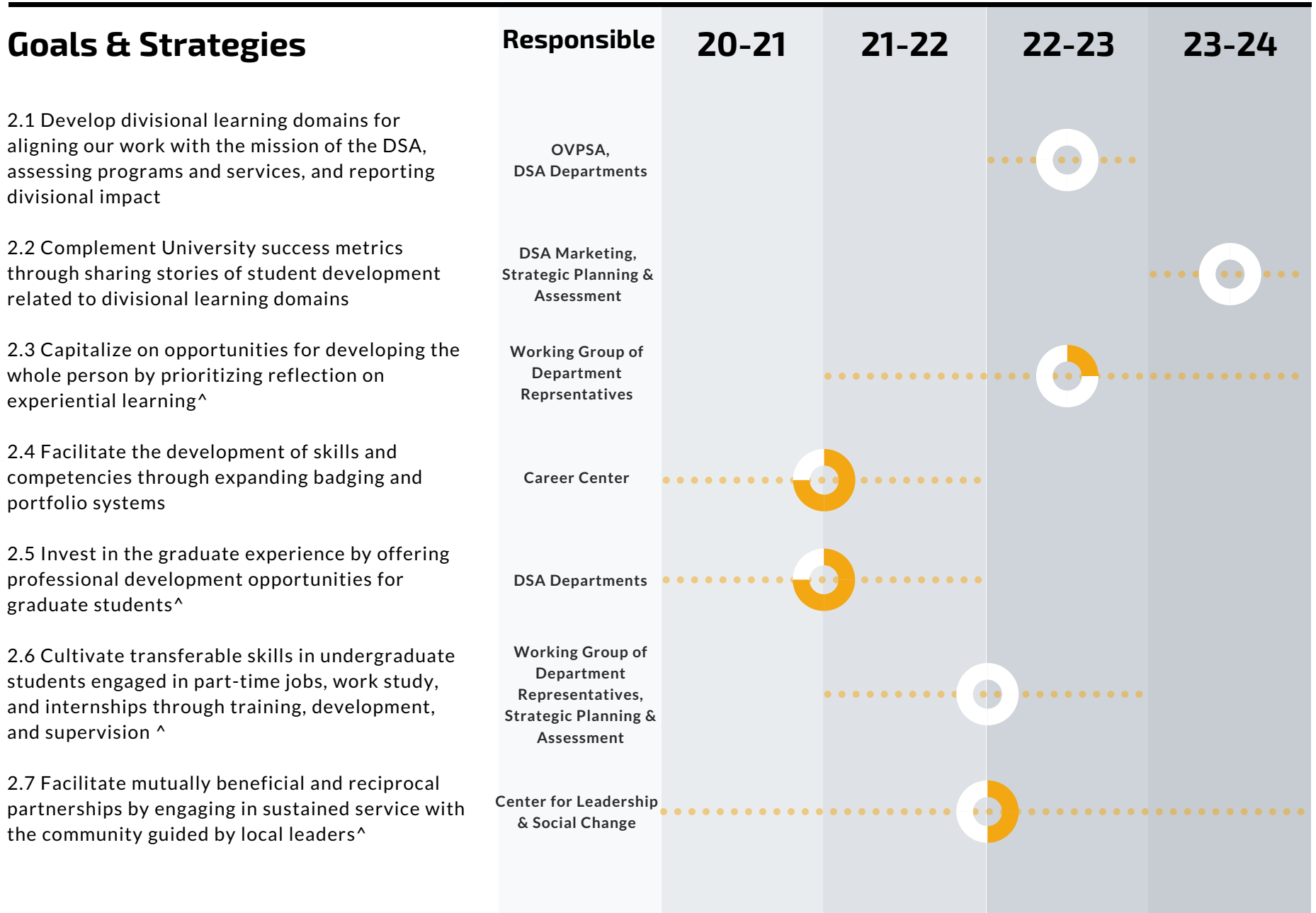
\* Carnegie Foundation definition of community engagement (<https://public-purpose.org/>)







# STRATEGIC PLAN TIMELINE: STUDENT DEVELOPMENT





# CULTIVATE AN ENVIRONMENT THAT ENCOURAGES WELLNESS AND SUPPORTS 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. The health and wellness section of the DSA strategic plan complements and supplements FSU's strategic plan, [The Future is Florida State](#), goal IV-V initiative C: [create an environment that encourages healthy behaviors and wellness](#).



## CULTIVATE AN ENVIRONMENT THAT ENCOURAGES WELLNESS AND SUPPORTS A THRIVING COMMUNITY

### Objectives

3.1 Enhance the campus ecology for wellness through supporting the implementation of Healthy Campus 2030

3.2 Communicate expectations for a healthy campus community through the Live Well campaign

3.3 Increase awareness of health, wellness, and safety by expanding participation in programs and services

3.4 Prepare students for lifelong wellness through supporting students in navigating wellness systems and structures

3.5 Enhance pathways for health interventions by promoting the interdepartmental health referral process

3.6 Reduce basic needs insecurity through expanding resources for food, housing, health insurance, safety, and emergency relief

3.7 Increase understanding of students' financial wellness through participation in the national Student Collegiate Financial Wellness survey

*“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*

### Selected Outcomes and Metrics

- Establishment of Healthy Campus committee
- Number of active Healthy Campus participants
- Number of Live Well FSU branded programs
- Utilization of wellness programs
- Administration of financial wellness survey
- Share report of financial wellness survey
- Number of Food for Thought Pantry users
- Contributions to the Food for Thought Pantry



# STRATEGIC PLAN TIMELINE: HEALTH AND WELLNESS

Goals & Strategies	Responsible	20-21	21-22	22-23	23-24
3.1 Enhance the campus ecology for wellness through supporting the implementation of Healthy Campus 2030 <sup>^***</sup>	OVPSA, University Health Services		HC 2030 re-launched in February 2021; DSA will continue to support the implementation		
3.2 Communicate expectations for a healthy campus community through the Live Well campaign <sup>***</sup>	OVPSA, DSA Marketing		Live Well campaign launched 2019 - 2020; DSA will continue to expand Live Well branded programs		
3.3 Increase awareness of health, wellness, and safety by expanding participation in programs and services <sup>^***</sup>					
a. Participation in programs	Working Group of Health and Wellness Representatives				
b. Student learning from programs					
3.4 Prepare students for lifelong wellness through supporting students in navigating wellness systems and structures <sup>^</sup>	Department of Student Support and Transitions				
3.5 Enhance pathways for health interventions by promoting the interdepartmental health referral process	Working Group of Health and Wellness Directors				
3.6 Reduce basic needs insecurity through expanding resources for food, housing, health insurance, safety, and emergency relief <sup>^</sup>	Working Group of Health and Wellness Representatives				
3.7 Increase understanding of students' financial wellness through participation in the national Student Collegiate Financial Wellness survey	Strategic Planning & Assessment, University Health Services				

<sup>^</sup>Directly impacted by COVID-19

<sup>\*\*</sup>Part of DSA Black Lives Matter statement

<sup>\*\*\*</sup>Part of The Future is Florida State strategic plan







# 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.



# SHAPE THE CAMPUS ENVIRONMENT THROUGH SUPPORTING OPERATIONAL EXCELLENCE & ENHANCING ORGANIZATIONAL HEALTH

## Objectives









- |   |  |
|---|--|
| 4.1 Enhance the organizational health of the DSA by facilitating consistent recruitment and onboarding across departments | 4.6 Identify opportunities to increase efficiency through reviewing processes and centralizing business resources            |
| 4.2 Demonstrate divisional values through planning inclusive DSA gatherings   | 4.7 Increase the capacity of the DSA to fulfill its mission by increasing sources of revenue                                 |
| 4.3 Build community through DSA gatherings  | 4.8 Cultivate support for the DSA through engaging donors, councils, advisory boards, and alumni                             |
| 4.4 Invest in staff members by cultivating an environment for staff development   | 4.9 Promote the overarching work of the DSA as well as the unique contributions of portfolios through branding and marketing |
| 4.5 Enhance the climate of the DSA by building staff capacity for diversity, equity, and inclusion                        | 4.10 Support the University's data infrastructure by establishing data governance for student affairs                        |

## Selected Outcomes and Metrics

- |   |   |
|---|---|
| • Number of unique donors to Student Affairs                      | • Number of staff appreciation events                                   |
| • Development of cohesive on-and-off-boarding materials for staff | • Launch branding initiatives for overall DSA and individual portfolios |
| • Establishment of data governance group                          | • Percent of new staff who complete DEI training                        |



# STRATEGIC PLAN TIMELINE: **CAMPUS ENVIRONMENT** (1 OF 2)

Goals & Strategies	Responsible	20-21	21-22	23-24	23-24
4.1 Enhance the organizational health of the DSA by facilitating consistent recruitment and onboarding across departments	DSA Business Office				
4.2 Demonstrate divisional values through planning inclusive DSA gatherings^	DSA Programs & Events				
4.3 Build community through DSA gatherings^ a. Host forums for staff to engage with colleagues and administrators	OVPSA		Continue hosting staff forums once per semester or as needed		
b. Recognize staff through appreciation and celebration events	DSA Programs & Events				
4.4 Invest in staff members by cultivating an environment for staff development^ a. Hold annual professional development events (NPI, MMI, Executive in Residence)	DSA Programs & Events				
b. Develop guidance for more equitable professional development funding	DSA Business Office				
4.5 Enhance the climate of the DSA by building staff capacity for diversity, equity, and inclusion a. Include diversity, equity, and inclusion learning goals in evaluations	OVPSA, Human Resources DEI Office				
b. Engage staff in diversity, equity, and inclusion trainings	OVPSA, Human Resources DEI Office				

# STRATEGIC PLAN TIMELINE: **CAMPUS ENVIRONMENT** (2 OF 2)

Goals & Strategies	Responsible	20-21	21-22	22-23	23-24
4.6 Identify opportunities to increase efficiency through reviewing processes and centralizing business resources	DSA Business Office		Continue development of the DSA Business Office and look for opportunities to increase efficiency		
4.7 Increase the capacity of the DSA to fulfill its mission by increasing sources of revenue					
a. Explore diverse revenue streams	DSA Business Office, Development				
b. Inventory of Division of Student Affairs resources	DSA Business Office, Development				
4.8 Cultivate support for the DSA through engaging donors, councils, advisory boards, and alumni					
a. Provide support to existing councils/boards and develop additional councils/boards	OVPSA, DSA Programs & Events, Development				
b. Hold events to engage donors, councils, advisory boards, and alumni	OVPSA, DSA Programs & Events, Development				
4.9 Promote the overarching work of the DSA as well as the unique contributions of portfolios through branding and marketing^	DSA Marketing				
4.10 Support the University's data infrastructure by establishing data governance for student affairs^	Strategic Planning & Assessment, ITS				



## *a year's overview*

Include and Value All People in Pursuit of an Equitable and Just Campus Community

# 2020 - 2021

### 1.1 Office of Student Equity & Inclusion

Dr. Sierra Turner was hired as the inaugural Director of the Office of Student Equity and Inclusion.

### 1.2 DSA DEI Task Force

The 40-person DSA DEI task force met regularly and was charged with making recommendations to the DSA in four areas: National DEI Conference, DEI Professional Development & Training, Staff Recruitment and Retention, and Supervisor and Department Accountability.

### 1.2 Student Life Task Forces

Five Student Life Task Forces were established to discuss the needs, challenges, and goals of groups of students and make recommendations for action to the Vice President for Student Affairs: Jewish Student Life, Asian American Pacific Islander Student Life, Black Student Life, Hispanic Latinx Student Life, and LGBTQ+ Student Life.

### 1.2 Dialogues

Eleven DSA departments facilitated 123 dialogue sessions with over 2,600 participations.

### 1.4 Statements of Support

DSA administration issued statements in response to event including support for Black Lives Matter, the Jewish Student Community, Title IX, and the Asian, Asian American, and Pacific Islander Community.

### 1.9 Religious Holidays Calendar

The Center for Leadership & Social Change developed a comprehensive calendar of religious celebrations to support planning inclusive programs. To ensure broader awareness of all religious holidays, each semester the Vice President for Student Affairs sends an email reminder to faculty, staff and students to consult the religious holiday calendar and also to be aware of the religious holiday class attendance policy.





## *a year's overview*

Develop Students through  
Experiences for Lifelong Learning

# 2020 - 2021

### 2.3 Develop the Whole Person through Reflection on Experience

Eight departments utilized systems for student to reflect on experiential learning. Types of experiential reflection tools include essays, hand written reflections, custom systems for reflection (Folio, ServScript, Career Portfolio), Canvas, and Qualtrics, among other tools.

### 2.4 Facilitate Learning through Badging and Portfolios

There were 4,182 students using Folio and 295 unique students engaged with a badge-awarding pathway/program. During Spring 2021, 529 badges (Black, Garnet, and Gold) were awarded to enrolled students, which was a 1,000% increase over the number of badges in Spring 2020.

### 2.5 Graduate Professional Development

There were 21 graduate completions of the ProfessionOLE Ready badge. Additionally, there were 55 professional development events hosted for graduate students. Some departments hosted internal events for graduate assistants in their department, and other departments hosted events such as the CGE Bridging Cultures workshops and trainings for PIE participants.

### 2.7 Engage in Sustained Service with the Community Guided by Local Leaders

Over 720 unique agencies directly benefited from 164,638 hours of service by FSU students, equating to almost \$4.7 million in contribution to communities in need (using the Independent Sector's evaluation of a volunteer hour).





## *a year's overview*

Cultivate an Environment that  
Encourages Wellness and  
Supports a Thriving Community

# 2020 - 2021

### 3.1 Healthy Campus 2030

In February 2021, 82 participants from over 50 departments participated in the relaunch of Healthy Campus 2030.

### 3.2 Live Well campaign

There were 33 types of programs offered in 'Live Well FSU'-branded curriculum.

### 3.3 Participation in Health, Wellness, and Safety Programs

Like most programs in 2020 - 2021, the COVID-19 pandemic had a negative impact on engagement in health, wellness, and safety programs. There were 273 wellness programs sessions with 6,383 student participations.

### 3.6 Basic Needs Security

Last year, 516 unique students visited the Food for Thought Pantry on 1,719 occasions.

### 3.7 Financial Wellness

In fall 2020, data from the Student Collegiate Financial Wellness survey were presented to stakeholders. In 2021, the DSA contributed to the launch of [financialsuccess.fsu.edu](https://financialsuccess.fsu.edu), a resource for students.



## *a year's overview*

Shape the Campus Environment  
through Supporting Operational  
Excellence & Enhancing  
Organizational Health

# 2020 - 2021

### 4.3 DSA Staff Forums

The Vice President for Student Affairs and Associate Vice Presidents for Student Affairs hosted meetings every three weeks via Zoom to update staff and answer questions.

Administrators held a total of 12 division-wide sessions that were frequently attended by 100 - 250 participants.

### 4.4 Funding for External Professional Development

The DSA Business Office developed guidelines for departments regarding more equitable funding for external professional development for staff members by position. The guidelines were shared with directors along with a charge to conduct an analysis and make funding requests based on gaps.

### 4.5 Embed DSA Value for Inclusivity in Onboarding Materials

Last year, a diversity, equity, and inclusion module was added to the virtual New Employee Orientation canvas page.

### 4.6 Centralizing Business Resources

The DSA Business Office was established. This included hiring two new associate directors for the to continue centralizing resources in the DSA.