The Division of Student Affairs’ four-year strategic plan is a collaborative effort across all departments within the Division. We strive to be intentional about the services and programs we provide students in order to maximize their experience at the University of Florida and to empower them to become strong members of their communities.

Student Affairs shares a close partnership with the academic mission of the University. From projects such as Freshmen Convocation and the Common Reading program, the Division works with Academic Affairs to create a consistent message to students about the value in being actively involved in one’s education, whether it is in or out of the classroom. Every action we take should be consistent with our vision, mission, goals and values.

In the following pages, we have identified the Division’s plan to guide our work over the next four years. Five key strategic areas provide guidelines for our goals and objectives. We are confident we can achieve our mission when we work together, exemplifying what it means to be part of The Gator Nation.
The Division of Student Affairs will exemplify the professional hallmarks of student affairs’ best practices for creating educational environments where students develop as leaders, embrace diversity and become life-long contributors in a global society.

The Division of Student Affairs educates students to be leaders through the creation of an enriching university environment and the delivery of critical support services that maximize student development and learning. The Division promotes opportunities for student engagement and discovery resulting in citizens who excel in a global and complex society.

As members of an inclusive community, we value:

- **Excellence**
- **Leadership & Service**
- **Exploration & Creativity**
- **Respect for Self & Others**
- **Diversity**
- **Well-being**
The current annual budget for the Division exceeds $93.9 million. Funding is used to support personnel, programs, services and facilities.

The Career Resource Center, the Dean of Students Office, Multicultural & Diversity Affairs, Center for Leadership & Service and Off Campus Life are funded primarily through state funds.

Several departments in Student Affairs are auxiliary operations, with state funds only supporting 6.7 percent of the total budget in the Division.

Activity and Service fees support Student Activities & Involvement, the J. Wayne Reitz Union, Recreational Sports, Student Legal Services and Student Government.

Health fees support the Counseling & Wellness Center and GatorWell Health Promotion Services within the Division.

Housing & Residence Education is a self-funded auxiliary operation. Other departments also support portions of their units with self-generated funds including the J. Wayne Reitz Union, the Career Resource Center, New Student & Family Programs, Off Campus Life and Recreational Sports.

Division of Student Affairs Total Resources

- Federal Grants: 0.01%
- Gifts: 0.5%
- Fees: 29%
- State Funds: 6.7%
- Auxillaries: 63.79%
In pursuit of our vision and mission the Division of Student Affairs has identified five key strategic areas. To achieve our vision and mission, we must be excellent in the following areas:

- Student Learning & Engagement
- Global Understanding & Diversity
- Service Delivery
- Communication & Collaboration
- Resources: People, Finances, Technology, & Facilities

Our commitment to excellence in each of the Key Strategic Areas allows us to create educational environments where students develop as leaders, embrace diversity and become life-long contributors in society. We believe each Key Strategic Area is:

- Consistent with the mission, vision and values of the University of Florida
- Essential to our success as a Division of Student Affairs and members of the University community
- Broad and inclusive enough for every department within the Division to make a meaningful contribution to many, if not all, Key Strategic Areas
- Fundamental to our work as student affairs professionals
- Based on the best interest and best practice of our students and staff
Student Learning & Engagement

Student engagement, defined as meaningful interactions by students, is one of the key factors in retaining and graduating college students second only to academic preparation and motivation.

Student engagement has two key components:

1. The amount of time students invest in their studies and activities.
2. The ways the institution allocates resources and organizes learning opportunities to engage students.

Some of the widely known student engagement indicators include faculty and staff contact, active learning, feedback and high expectations.

The Division of Student Affairs will:

- Define learning as a comprehensive, holistic, transformative activity that integrates academic learning and student development
- Intentionally create student learning outcomes for our programs and services
- Engage students in enriching learning opportunities outside the classroom
- Involve the creation of opportunities to encourage active learning, involvement and discovery to foster engagement and a seamless educational environment.
Global competency exists when students:

1. Are aware of their own cultural values and beliefs
2. Are knowledgeable about history and current world events
3. Respect the existence of different cultural values and beliefs
4. Understand peoples’ interconnectedness and global interdependence
5. Communicate and collaborate effectively
6. Accept responsibility for world citizenship

The Division of Student Affairs will facilitate opportunities for students to increase their knowledge and understanding of globalization and diversity issues.
It is our expectation for departments and units to make every effort to communicate among one another, students and with external stakeholders. The key is to keep the university informed and included in the conversation.

Additionally, our departments will work to collaborate with one another to deliver consistent messages to students and to strengthen the effectiveness of our programs and services.

The Division of Student Affairs will:

**Build community within the Division of Student Affairs**

**Continue to enhance communication and collaboration within departments of the Division and with local and global communities to enhance the lives of our students**

**Seek new opportunities to collaborate with others to achieve our common goals**

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Service Delivery

The backbone of providing services to students remains one of the constant responsibilities of the Student Affairs.

The Division of Student Affairs will:

*Provide high quality customer service in our services, programs and opportunities*

*Maximize the use of technology to provide services and support when appropriate*
Our greatest resource is the people who work in the Division. Our hardworking, committed and dedicated professionals consistently place students first by providing innovative technology, sustainable facilities and inspiring programming and opportunities to UF students. Collectively, we bring a wealth of knowledge, expertise and experience to the University and our job. We must work to support the professional development, recruitment and retention of our staff.

Alumni

Our UF alumni are a robust resource for telling the story of the impact Student Affairs had on their lives as college students. We work to use this resource to better our current students’ leadership experiences and provide them with superb networking opportunities. Our alumni are also a tremendous resource in helping to financially support Student Affairs. Working hand in hand with our external relations efforts, our alumni focus on finding ways to expand the support of Student Affairs.

The Division of Student Affairs will:

- Continue to develop the skills and talents of staff in our Division
- Make a commitment to recruit, retain, and nurture talent at all levels
- Pursue sustainability within our daily practices
The Division of Student Affairs must act strategically about the enormous capacity technology has to improve communication, enhance student learning and advance effective and efficient work practices. As a Division we will support efforts to research and develop new products, discover new techniques to connect with students, reduce waste through the use of technology and improve efficiencies.

The Division of Student Affairs will:

Discover innovative ways to use technology to improve delivery of student programs and services

Pursue new funding opportunities to meet growing student and staffing demands

Lastly, the Division will maintain, renovate and construct state-of-the-art facilities to enhance learning and encouraging community, as well as supporting an appreciation for the aesthetics and sustainability of the campus. A key element to student life is the residential, recreational and programming spaces for which the Division of Students Affairs is responsible. The Division is dedicated to keeping our spaces clean and inviting to students while creating flexible and efficient learning environments that foster student engagement and community. Departments within the Division should be intentional about collaborating with others, whether they are a part of the UF community or not, to maintain, renovate or construct student facilities to meet the growing student and staff demands. As we build new facilities, the Division will remain mindful of accessibility standards, sustainability initiatives and environmental priorities.
Assessment is paramount to everything we do in Student Affairs. In order to continually improve programming, services and initiatives, Student Affairs accesses satisfaction, effectiveness and outcomes. It is our gauge of quality and cost effectiveness, the basis for strategic and long-term planning, and the foundation for policy development and accreditation. We believe assessment should be the basis of sound decision making and continuous quality improvements.

As the voice of the student body, Student Affairs has a duty to be on the cutting-edge of student issues and opinions. Practicing sound assessment techniques is essential to getting us there. Each department submits progress notes on their annual goals during the academic year using assessment techniques.

Assessment initiatives are led by the Division’s Assessment Team where representatives from each department meet regularly. The Team provides extensive training to committee members and anyone in the Division who conducts assessment. The Team also guides Divisional efforts to report findings, tackle large-scale assessment projects and implement results.

**Assessment Cycle**

- Develop goals
- Determine intended student learning outcomes/assessment methods
- Identify/ administer measure(s)
- Review assessment results
- Use results to inform decisions
- Mission/Purposes Objectives/Goals Outcomes

The Division of Student Affairs will:

- Measure the impact of our work in Student Affairs including learning outcomes
- Align resource and management decisions based on assessment results
- Use research findings to advance the University’s understanding of student issues
The Office of the Vice President for Student Affairs:

*Provides direction for Division-wide strategic planning, assessment and staff development*

*Monitors Division-wide fiscal responsibilities*

*Provides administrative leadership for the many Student Affairs departments in areas including policy development, program development, budgeting and priority setting*

*Collaborates with departments within the Division, other divisions and academic colleges and units within the University to coordinate Student Affairs efforts*

The Division plays a vital role in creating and maintaining a healthy campus environment through services, programs and innovative learning experiences beyond the classroom.
The Departments

Career Resource Center
Provides a complete range of services for students to explore career opportunities and network with employers recruiting UF students. Individualized career planning services, career workshops, on-campus interviewing, career fairs and interview preparation are among the many options available.

crc.ufl.edu

The Counseling & Wellness Center
Provides counseling, consultation and crisis intervention services to students. Services include individual, couples and group counseling, outreach programs, and an extensive professional training program for mental health professionals. The Center works to help students develop the personal awareness and skills necessary to take advantage of educational opportunities.

counseling.ufl.edu

The Center for Leadership & Service
Enhances the education of students through meaningful experiences designed to prepare socially responsible individuals to create positive sustainable change. The Center hosts a variety of campus-wide programs on leadership development, community service, and social justice.

leadershipandservice.ufl.edu
Dean of Students Office

Creates a culture of care for students, their families, faculty and staff by providing exemplary programs and services designed to enhance students’ academic and personal success. The DSO is made up of the Disability Resource Center, New Student and Family Programs, and Student Conduct and Conflict Resolution. Additionally staff assist students in distress through crisis response and the medical withdrawal process.

dso.ufl.edu

Florida Opportunity Scholarship Program

Helps ensure low-income students who are first in their families to attend college have the resources they need to be academically and personally successful at UF. Knowing that first-generation college students have unique needs, a number of support strategies are in place to support academic success, involvement within the university, financial and career planning, and a sense of belonging to the UF community.

fos.ufsa.ufl.edu

GatorWell Health Promotion Services

Helps students succeed academically by promoting healthy lifestyles and creating a healthy campus environment. GatorWell offers prevention and educational services addressing a variety of lifestyle issues including nutrition, eating disorders, stress, sleep and time management, sexual health, and alcohol, tobacco, and other drug use.

gatorwell.ufsa.ufl.edu
**Housing & Residence Education**

Produces community development and leadership training as well as educational, social, and recreational programming in support of more than 7,500 residents in single student housing and nearly 2,000 residents in graduate and family housing. More than 343 full-time and 415 part-time staff provide a full array of services and maintain 24 single student residence halls and five graduate and family housing apartment complexes (2,832,599 square feet).

*housing.ufl.edu*

**J. Wayne Reitz Union**

Provides a welcoming “place” as the community center for the campus, as well as a variety of activities and programs designed for students to connect not only with each other, but also with faculty, staff, and guests of the university in a learning and social environment.

*union.ufl.edu*

**Multicultural & Diversity Affairs**

Promotes an inclusive campus community by creating environments in which students learn about themselves and diverse others, engage in meaningful intercultural dialogue, and enhance their leadership and commitment to social justice. Departments include Asian and Pacific Islander Affairs; The Institute for Black Culture; The Institute for Hispanic and Latino Culture; and Lesbian, Gay, Bisexual and Transgender Affairs. MCDA also works with the Campus Ministry Cooperative and the University Minority Mentor Program.

*multicultural.ufl.edu*
**Off Campus Life**

Advocates for and educates towards the development of students as great Gator neighbors within the Gainesville community. Students living off campus have rights and responsibilities associated with their pursuit of an enjoyable and safe off campus living experience. OCL provides services and educational opportunities to promote the understanding of these rights and responsibilities throughout the off campus student population.

offcampus.ufl.edu

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**Recreational Sports**

Provides students with facilities, programs and services so they can realize the benefits of being active in sports, fitness, aquatics and outdoor activities.

recreational.sports.ufl.edu

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**Student Legal Services**

Provides a pre-paid legal service for full-time UF students, with licensed attorneys available to offer students assistance in understanding and solving their legal problems. They educate students on their legal rights and responsibilities through lectures, workshops, presentations and the distribution of information and materials on a variety of legal issues.

studentlegalservices.ufl.edu

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**Student Activities & Involvement**

Creates innovative programs to help students get involved on campus, giving Gators opportunities to develop leadership skills and pursue their passions through experiential learning. SAI supports more than 950 registered student organizations, a vibrant and diverse Greek Community, TRiP (an outdoor adventure program), the IDEAL involvement ambassadors, and advises Student Government.

offcampus.ufl.edu
Recognized as national leaders in creating and orchestrating innovative programs and services, the University of Florida Division of Student Affairs staff is dedicated to optimizing and developing the 360° student experience. Whether inside the classroom or out, the staff engages students intentionally through structured activities, interpersonal relationships, leadership opportunities, education, service, awards and recognition.

A sample of the ways the Division of Student Affairs connects with students includes:

Through the **Student Affairs Development Board** made up of student leader alumni, we are learning even more about how the UF student experience has positively impacted those who have participated in Student Affairs activities.

**CHOMP (Career Help fOr Major Planning)** is an online program designed to help students with career exploration. In three easy steps, students can sort through all 134 majors at UF, utilize various career assessments through MyPlan and integrate their findings into their UF experience.

The **Center for Leadership and Service** coordinates opportunities for students to participate in service throughout the academic year, including mentoring in Alachua County schools, week-long Florida Alternative Break (FAB) immersion trips during breaks, Gator Plunge and MLK days of service, and weekly service projects.

Gators annually contribute approximately 103,000 hours of community service valued at more than $2.1 million.

With approximately 75 percent of UF students living off campus as Gator neighbors, UF students learn about leases and local ordinances from several collaborations by **Off Campus Life** and **Student Legal Services**.

The **Counseling & Wellness Center** offers a biofeedback lab and appointments to help students learn to control their bodies’ responses to stress. These appointments not only connect students to the counselors, but allow students to relax more deeply, relieve pain and develop healthier responses to improve their academic performance.

The **Disability Resource Center** supports students with both physical and learning disabilities. In the last twenty years, the number of students requesting disability resources has
The award-winning **Global Living Learning Community** at Yulee Hall is a custom-designed residence hall community that focuses on academic goals and learning outcomes in support of six key areas identified as crucial for developing global leaders: Active Citizenship, Business and Economics, Environmentalism, Multiculturalism, Sustainability, and Technology. The facility and program includes a faculty-in-residence, a tutoring center adjacent to the complex, academic advising, an educational sustainability campaign, and a state-of-the-art conference room with teleconferencing capability. The community is also supported by a partnership with Gator Dining Services which features cuisine from around the world and supports sustainable practices like tray-less dining, meatless Monday options, reusable to-go containers, and the use of local produce.

The **Florida Opportunity Scholars Academy of Leadership (FOSAL)** fosters leadership skills in third and fourth year Opportunity Scholars. Students engage in a three-part experience, learning self-awareness, leadership understanding and how to prepare for future careers.

**GatorWell Health Promotion Services** creates and implements social marketing campaigns addressing high risk drinking and the associated consequences. Campaigns such as 'Lose the Beer Goggles' and 'When I Drink Too Much' have high visibility throughout the campus community and resonate with students.

**Multicultural & Diversity Affairs** sponsors a week-long, campus-wide celebration in honor of Dr. Martin Luther King Jr. By remembering Dr. King’s commitment to social justice, students, faculty, staff and community members are challenged to “leave their mark” on Gainesville through a series of service initiatives. A wide array of programming provides students with valuable opportunities to gain the knowledge, awareness and strengthen their passions in order to impact today’s society.

The **J. Wayne Reitz Union’s GatorNights** program provides activities on Friday nights for an average attendance of 1,800 students. Activities include arts and crafts, movies, comedians and live performances. This program has sustained more than 10 years of student participation.

**Recreational Sports** educates more than 700 student employees to serve their fellow students by providing programs and services that are used 1.5 million times each year by members of the student body. Personal training and intramural officiating are just some of the activities performed by student employees.

**Student Activities and Involvement**’s **IDEAL** provides the Individual Involvement Consultations (IIC) to new students throughout the entire year to help them chart their own path to involvement. Through exploring the 13 areas of involvement in a 1:1 setting with an IDEAL member, new students receive a personalized action plan to get connected to campus.