Educating leaders for a global community
DIVISION OF STUDENT AFFAIRS

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It is my pleasure to unveil the University of Florida Division of Student Affairs’ 2007-2010 Strategic Plan. This three-year plan has been a collaborative effort across all departments within the Division. It represents a culmination of work which began upon my appointment as Vice President for Student Affairs in 2004.

Student Affairs shares a close partnership with the academic mission of the University. We are committed to educating students to assume leadership roles, engage in service to our community, and serve as global citizens/leaders. We are committed to making the learning experience outside the classroom as enriching as the experience inside the classroom.

The strategic plan is our effort to establish a common direction about the work we do. Thinking strategically allows us to be intentional about maximizing students’ learning and discovery, make decisions based on a broader vision, and align resources (human and fiscal) with goals and objectives. 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 three years. Eight key strategic areas provide guidelines for goals and objectives in the coming years. We are confident that we can achieve our mission when we work together. This plan exemplifies what it means to be part of the Gator Nation.

Sincerely,

Patricia Telles-Irvin
Vice President for Student Affairs
Overview

The Division of Student Affairs at the University of Florida is led by the Vice President for Student Affairs Dr. Patricia Telles-Irvin. Dr. Telles-Irvin is supported by Associate Vice President for Student Affairs Dave Kratzer, Assistant Vice President for Student Affairs Dr. Jeanna Mastrodicasa, and Assistant Vice President for Student Affairs/Dean of Students Dr. Gene Zdziarski.

Office of the Vice President

- Provides direction for Division-wide strategic planning, assessment, and staff development.
- Monitors Division-wide fiscal responsibilities.
- Provides administrative leadership for seven 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.

As an integral part of the academic mission of the University of Florida, the Division of Student Affairs educates students to assume roles of leadership, involvement and service in a global community. 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 current annual budget for the Division exceeds $67 million. Funding is used to support personnel, programs, services, and facilities. The Department of Housing and Residence Education is an auxiliary with budgets of more than $39 million per year. The Student Government Association is funded via a student activity and service fee of $9.74 per credit hour, generating $13 million per year. Recreational Sports is a fee-supported operation receiving more than 90% of its budget allotment through activity and service fees. The J. Wayne Reitz Union is an auxiliary enterprise generating 44% of its budget and receiving 56% of its budget from activity and service fees. The Counseling Center, Career Resource Center, Student Financial Affairs and the Dean of Students Office are funded primarily through E&G funds.
Vice President’s Council
Along with the Vice President for Student Affairs, the Vice President’s Council consists of the directors of the division’s departments, the Associate Vice President, the Assistant Vice President, and the Assistant Vice President/Dean of Students.

Departments:
Career Resource Center
- Fosters career development through meeting the career counseling and development needs of students.
- Provides professional counselors and peer advisers, a resource library, career development courses and specialized programs.
- Facilitates the employment process through on-campus interviews with employers, career fairs, externships, internships, and Cooperative Education programs.

Counseling Center
- Offers counseling services to students for personal, career and educational concerns.
- Provides short-term individual, couples, and group counseling.
- Implements outreach programs.
- Facilitates professional training program for mental health professionals.

Dean of Students
- Implements a variety of programs and services designed to provide students with the opportunity to reach their full potential academically and personally.
- Provides support by assisting students with whatever needs they may have either directly or by referral.
- Serves as a primary link between students, faculty and the administration of the University.

Housing and Residence Education
- Manages 43 facilities and administers programming in support of the on-campus community which includes 7,500 students living in 24 residence halls and over 2,000 students and their families living in graduate and family housing.
- Provides well-maintained, community-oriented facilities where residents and staff are empowered to learn, innovate, and succeed through leadership opportunities.
- Offers value-added facilities to support varying budgets and lifestyles.
- Fosters an environment for academic success with technologies to enhance learning, and educational and social programming.

J. Wayne Reitz Union
- Provides more than 350,000 square feet for services, facilities, and amenities to enhance the quality of life for students, faculty, staff, alumni, and guests.

Recreational Sports
- Offers an opportunity for every student to participate in athletic or recreational activities.
- Provides 3 recreational centers, Lake Wauburg, 2 pools, 9 outdoor fields, 6 courts, and a gym to support programs in group exercise, strength and conditioning, intramural sports, sport clubs, boating, racquet sports, skateboarding, and many other activities.

Student Financial Affairs
- Provides resources to students who would be unable to receive a post-secondary education without some form of financial assistance.
- Offers eligible students financial aid packages consisting of scholarships, grants, loans, and/or part-time employment.
- Provides financial aid counseling services including individual advising, budget/financial planning, debt management counseling, and an application workshop series.
Recognized as national leaders in innovative programs and services, staff of the Division of Student Affairs are dedicated to improving student life at the University of Florida. Staff engage students deliberately through structured activities, interpersonal relationships, awards, and recognitions. Some of the ways the Division of Student Affairs connects with students include:

- **The Reitz Scholars** program recognizes and encourages outstanding academic achievement, leadership, and service in undergraduate students, and provides the participants a themed learning community.

- **The Diversity Ambassadors Peer Mentoring Program** offers students of diverse backgrounds an opportunity to learn more about the various cultures which surround them, to better understand and accept those cultures, and to foster a more inclusive and accepting campus climate.

- **Student Government** enhances the entire student experience with leadership opportunities in the executive, legislative and judicial branches.

- New student programs like **Preview, Transfer Preview, Family Preview, Weeks of Welcome, and First Year Florida** welcome new students and families and provide opportunities to smoothly transition to the University.

- **Gator Nights** support a positive alcohol-free campus environment where students are offered many forms of entertainment.

- As ambassadors, the **Campus Diplomats** strive to personalize the University with inclusive programming like the “Welcome to the Sunshine State” reception, the freshman phone-a-thon, Laws over Lunch, and Family Weekend.

- Housing and Residence Education sponsors **Living and Learning Communities** throughout campus residence halls.

- **The Inter-Residence Hall Association** provides self-governance on campus as well as leadership opportunities.
The three-year strategic plan for the Division of Student Affairs is aligned with the overall strategic direction of the University. In 2006, President Bernie Machen established the work plan for the University of Florida. This plan was used as the foundation for the Strategic Plan of the Division.

**Strategic Direction of the University**

The work plan of the University of Florida, *From Achievement to Recognition*, was developed in light of two principles. The first principle, in part, is “strategic planning represents the highest level of planning in pursuit of the University’s long range goals.” The second principle is “strategic planning is a dynamic process and it must be sensitive to new opportunities, to changes in resources and conditions, and to new information. The work plan is therefore to be conceived as a living document that is re-evaluated and refocused periodically in the light of accomplishments and new opportunities.”

It is with these two principles in mind that the Division of Student Affairs began the challenge of creating its own strategic plan to support the University’s mission.

**University of Florida Mission**

The mission of the University of Florida is to provide an unparalleled experience where the very best create and share knowledge to serve the people of Florida and the world.

**University of Florida Vision**

The vision of the University of Florida is to define by example how a public research university can best serve the global community.

**University of Florida Values**

At the University of Florida, we:

- Are curious — we explore, create and discover
- Have the courage to shape the future
- Believe in diversity of people, thought and opinion
- Build community, e.g., *The Gator Nation*
- Pursue excellence
- Enhance lives
The vision, mission, and values of the Division of Student Affairs are an extension of the vision, mission, and values of the University. We view ourselves as partners in pursuit of institutional goals and objectives. The Division plays an important role in shaping the future success of the University. As such, we view our work as integral to the mission of the institution. It is with a tremendous amount of pride and dedication we pursue our vision, mission, and values.

Student Affairs Vision

The vision of the Division of Student Affairs is to create an unparalleled experience where students embrace learning and diversity to become leaders in the service of the global community.

Student Affairs Mission

The mission of the Division of Student Affairs is to provide opportunities for student engagement, learning and discovery in a diverse environment that will optimize their university experience and prepare them to serve a global community.

Student Affairs Values

As members of an inclusive community, we value:
- Excellence
- Leadership and Service
- Exploration and Creativity
- Respect for Others
- Diversity
- Communication
- Health

Key Strategic Areas

In pursuit of our vision and mission the Division of Student Affairs has identified eight key strategic areas. To achieve our vision and mission we must be excellent in the following areas:
- Student Learning and Engagement
- Global Understanding and Diversity
- Communication and Collaboration
- Assessment
- Human Resources
- Resource Acquisition and Utilization
- Technology and Process Improvement
- Facilities
What does the Division of Student Affairs at the University of Florida look like when it is at its best? This is one of the questions the core planning team addressed during the strategic planning process. The process began with the Vice President of Student Affairs and her desire to develop a strategic plan for staff and students to understand the values of the University of Florida and the Division of Student Affairs and what it means to be part of the Foundation for the Gator Nation.

The 2007-2010 Strategic Plan represents the work of the entire division. It links Division goals and department goals and guides the Division’s work over the next three years. The strategic planning process itself further encourages an environment of analysis, discussion and communication. Each year, the Division and departments will review the strategic plan and make necessary changes as issues emerge.

Phase One
The first phase of the strategic planning process included development of a clear vision, mission and values statements. The newly created mission, vision and values statements served as the catalyst for departmental strategic planning. The Vice President’s Council reviewed the team’s recommendations and confirmed eight key strategic areas to guide the goals and objectives for achieving the vision.

Phase Two
A professional consultant was hired to provide an external perspective and assist in the direction of the process. Three representatives from each department within the Division were invited to serve on the core planning team. The core planning team conducted an external/internal analyses and benchmarking. The team met throughout the summer to review and to discuss the internal strengths of staff; internal limitations from staffing practices, communication and funding; external threats; and external opportunities including fundraising.

Phase Three
The third phase of the strategic planning process included development of departmental goals and objectives based on the key strategic areas. Each department is responsible for translating the key strategic areas into department-specific goals and objectives. A training session on the strategic planning template was provided to each department.

Members of the strategic planning core team are identified in the Appendix.

The strategic planning process itself further encourages an environment of analysis, discussion and communication. Each year, the Division and departments will review the strategic plan and make necessary changes as issues emerge.
We believe our vision to educate leaders for a global community will be achieved through a commitment to excellence in each of the Key Strategic Areas. 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.
- Fundamental to our work as student affairs professionals.
- Based on the best interest and best practices of our students and staff.

The following pages contain an extended explanation of each Key Strategic Area.
Since the 1980s, institutions of higher education have recognized the educational value of student learning inside as well as outside the classroom. We now understand learning also occurs in places and experiences like residence halls, student organizations, Greek-letter organizations, recreational sports, community service, and many other interactions outside the classroom. As members of the learning community, it is our duty to explore meaningful avenues to maximize the learning benefit of our programs and services.

Learning is a complex and holistic experience occurring throughout collegiate life. A product of educational and developmental opportunities, learning is not separate from other student life experiences. The University must provide a seamless learning experience; learning — the acquisition of knowledge and relevant experience — occurs both within and outside the classroom.

Student engagement, defined as meaningful interactions with 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, and (2) the ways the institution allocates resources and organizes learning opportunities to engage students. Some of the widely known student engagement indicators include faculty contact, active learning, feedback, and high expectations.

The Division of Student Affairs is committed to documenting the learning objectives of the experiences we create and to producing empirical evidence of learning outcomes. Every department in the Division will contribute to a collective effort to maximize students’ learning. We will be intentional about program-based student learning outcomes and disciplined about efforts to document learning outcomes.

The Division of Student Affairs will:

- Intentionally create learning objectives for our programs and services.
- Engage students in learning opportunities outside the classroom.

Student learning and engagement involves the creation of opportunities to encourage active learning, involvement, and discovery to foster engagement and a seamless educational environment.
Global understanding and diversity involves intentional efforts to increase knowledge, experiences, and appreciation of broader — global, local and regional — cultures, issues, and communities. It is the creation of intentional opportunities for interaction and integration of information from various perspectives.

The world is changing rapidly — advancing technology, global communication and commerce, greater ethnic and gender diversity in the work force. Today’s college graduates participate and compete in a global economy. The convergence of personal computers, fiber-optic cable, and work-flow software enable people all over the globe to collaborate on the same digital content. Today’s graduates have more opportunity than ever to “act global” as individuals; they must think of themselves as individuals collaborating and competing with individuals all over the world.

Employers are seeking graduates who have the social intelligence to interact with customers, clients, and co-workers who come from diversely different perspectives. Students who take advantage of opportunities to study abroad and pursue internships, perform community service in their communities, and interact with peers from diverse backgrounds are better prepared to take advantage of the new global economy and be of service to their community.

Global competency exists when students:

- Are aware of their own cultural values and beliefs
- Are knowledgeable about history and current world events
- Respect the existence of different cultural values and beliefs
- Understand peoples’ interconnectedness and global interdependence
- Communicate and collaborate effectively
- 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.

The Division of Student Affairs will:

✔ Foster a greater understanding and appreciation of diversity.
✔ Create opportunities to prepare students to meet the challenges of an increasingly interconnected world.
✔ Encourage and promote an awareness of global issues opportunities outside the classroom.
The Division of Student Affairs at the University of Florida emphasizes communication and collaboration with the local and global communities to enhance the lives of our students. It is our expectation for departments and units to make every effort to communicate among and between each other and with stakeholders both internal and external to the Division. We expect departments to communicate plans for the future, significant achievements, organizational and individual needs, and common concerns. The key is to keep the organization informed and included in the conversation.

Equally important is the Division’s commitment to collaboration. Researchers have concluded truly productive organizations focus on collaboration rather than competition. As a Division made up of multiple departments and units, we value opportunities to collaborate, both internally and externally with local and global communities to enhance the lives of our students. Collaborations generate productive outcomes with efficient use of resources. The most productive departments and units will seek opportunities to collaborate with others to achieve organizational goals and objectives and to maximize available resources.

We aspire to be an example to the University community and our peers in the student affairs profession exemplifying the meaning of communication and collaboration. We expect departments and units to make every effort to keep the community informed and seek new opportunities to collaborate with others to achieve our common goals.

The Division of Student Affairs will:

- 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.

It is crucial to encourage mutual understanding and facilitate purposeful communication internally within the Division of Student Affairs as well as with students, faculty, staff, alumni, or local and global communities. By encouraging collaboration to further the mission of Student Affairs, the Division also works towards synergy.
Assessment is paramount to everything we do in student affairs. It is a gauge of quality and cost effectiveness, the basis for strategic and long-term planning, and the foundation for policy development and accreditation. We value assessment because it is the basis of sound decision making and continuous quality improvements.

We understand assessment is the institutional language for quality and effectiveness. In order for the Division of Student Affairs to truly engage in the intellectual conversations about the future of our University and the condition of students, we must come to the table with sound, empirical evidence of our findings and conclusions. As the voice of the student body, the Division of 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.

Assessment is a sound business practice. At all levels of the Division, from the Vice President’s Office to every department and program coordinator, decisions that impact students should be filtered through empirical evidence that support our actions.

The Division will assess satisfaction, effectiveness and outcomes to improve programs, services and initiatives.

Assessment is any effort to gather, analyze, and interpret evidence which describes institutional, divisional, or departmental effectiveness.

The Division will:
- Commit to the pursuit of empirical evidence to support our work.
- Be intentional about goals and objectives of everything we do.
- Enhance our knowledge of assessment and evaluation practices.
- Use research findings to advance the University’s understanding of student issues.

Everyone should see themselves as leaders and managers, interested in making their programs or services better for students and parents. Assessment is essential to making sound practice decisions.
Our greatest resource is the people who work in the Division. They are hard-working, committed, and dedicated professionals who consistently place students first. Collectively, we bring a wealth of knowledge, expertise, and experience to the University and the work we do. Our educational backgrounds, career experiences, and talents are vast and diverse; they bring innovation to our operations. It is our collective knowledge and commitment to continued learning which will allow us to achieve our vision.

Continuing to develop the skills, professional goals, and talents of those working in our Division are among our highest priorities. We must continue to enhance our knowledge, skills, and abilities at all levels. It is our expectation that all staff members will continually seek opportunities (e.g., workshops, seminars, conferences, reading) to develop their skills and talents as student affairs professionals. We expect supervisors and staff members to work together to develop individualized professional development plans. As a Division, we are committed to coordinating staff development programs and providing support for staff members to enhance their skills.

The leadership of the Division appreciates the competitive ways used to attract and retain talented, professional staff. Continuous efforts will be made to ensure competitive salaries.

Gainesville, Florida is a great place to live and work. We want to make the University of Florida a premier destination. We must make a commitment to recruiting, retaining, and nurturing talent at all levels. We must be intentional and creative in attracting the premier talent to the institution.

The Division will offer, encourage and support development and education occurring on campus, within the Division and professionally, retain motivated and excellent employees who strive to meet the goals of the Division; and reward employees through competitive salaries and recognition programs.
The best organizations in the world pay particular attention to the efficient use and acquisition of resources—human and financial. They maximize the use of existing resources by constantly seeking opportunities to minimize cost, maximize benefits, and generate revenue when appropriate.

Student Affairs will focus on resource acquisition and utilization by carefully and efficiently using existing resources and through thoughtful planning to generate additional resources (e.g., revenue). Every department should be considering efforts to be better stewards of allocated funds. We must examine all expenses and deliberately consider options to reduce expenses where necessary. Departments should take every measure to align their revenue and expenses with their priorities.

An important part of resource utilization is our contribution to the University’s sustainability efforts. We have an opportunity to contribute to this campaign by promoting environmentally safe use of all resources. Whenever possible we must explore innovative approaches to conserve energy, reduce waste, and recycle.

Deliberate efforts to raise external funds will be a priority for the leadership of the Division. With such funds, plans for future student programs and facilities can become a reality.

The Division of Student Affairs will:

- Explore innovative approaches to energy conservation, waste reduction, and recycling efforts.
- Efficiently use existing resources with thoughtful plans to generate additional revenue.
- Align revenue and expenses with priorities.

KEY STRATEGIC AREA:
Resource Acquisition and Utilization

The Division will generate new revenue streams to capitalize on internal and external sources, as well as to effectively utilize and invest resources within the Division and University.
Technological advancements within the past 25 years have made the world accessible to many. The innovative use of new technology has resulted in processes and systems improvements allowing individuals, groups, and organizations to perform at higher levels of efficiency. The Division of Student Affairs must think strategically about the enormous capacity technology has to improve communication, enhance student learning, and advance effective and efficient work practices.

In light of the many advances in technology and the technology-savvy students, it is incumbent upon every department within the Division to seek innovative ways to use technology to improve delivery of programs and services we provide to students. 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. We will adopt new technology only after careful review with colleagues throughout the University.

This key strategic area will demand a shift in our mindset. We must change the way we think about our day-to-day work. Every process that once required paper and pencil could be improved with technology. We must break from the mold of conventional student affairs practice, release the anchors of tradition and look to the horizon for innovation. Technology permits us to transform wasteful and inefficient practices to more productive and efficient ones. But we must free our minds and be willing to explore all possibilities.

The Division will improve, enhance, and sustain the delivery of services and programs through systems development with cutting edge hardware and software acquisition and usage.

**The Division of Student Affairs will:**

- Discover innovative ways to use technology to improve delivery of student programs and services.
- Support efforts to use technology to connect with students.
- Transform wasteful and inefficient practices to more productive and efficient ones.
A key element of the student life experience at the University of Florida is the many fine facilities and spaces students may enjoy. State-of-the-art classrooms, residential and athletic facilities, green spaces, and libraries are sprawled across the 2,200 acre campus. It is a phenomenal living and learning environment.

The Division of Student Affairs is responsible for residential, recreational, and student programming spaces and facilities. We are dedicated to keeping our spaces clean and inviting to students. We are committed to creating flexible and efficient learning environments that foster student engagement and community.

Departments within the Division should be intentional about collaborating with others, both internally and externally, to maintain, renovate, or construct student facilities. We will actively pursue funding opportunities to build new facilities to meet growing student and staffing demands. However, collaboration gives us the greatest opportunity to minimize costs and maximize space usage.

As we build new facilities we shall be mindful of accessibility standards, sustainability initiatives, and environmental priorities. Our facilities shall be accessible to all students, faculty, and staff. Similarly, all facilities within the Division should be waste conscious and promote environmentally friendly behaviors among students and staff.

The Division of Student Affairs will:

- Continuously examine campus facilities looking for opportunities to increase efficiency, enhance quality, and maximize sustainability and the use of technology.
- Maintain the highest level of quality and service in all our facilities.
- Pursue new funding opportunities to meet growing student and staffing demands.
The following student affairs professionals were instrumental in the development of the Division of Student Affairs 2007-2010 strategic plan:

**Vice Presidents Council**
- Dr. Patricia Telles-Irvin
  Vice President for Student Affairs
- David Bowles
  Director, Recreational Sports
- Dr. Ainsley Carry
  Assistant Vice President for Student Affairs
- Eddie Daniels
  Executive Director, J. Wayne Reitz Union
- Norb Dunkel
  Director, Department of Housing and Residence Education
- Karen Fooks
  Director, Student Financial Affairs
- Dave Krazter
  Associate Vice President for Student Affairs
- Dr. Jaquelyn Resnick
  Director, Counseling Center
- Dr. Wayne Wallace
  Director, Career Resource Center
- Dr. Eugene Zdziarski
  Dean of Students Office

**Core Strategic Planning Team**
- Erica Beard
  Student Financial Affairs
- Stan Beckerdite
  Student Government Finance Office
- Ann Becks
  Dean of Students Office
- Chris Bullins
  Reitz Union
- Vince Carnes
  Career Resource Center
- Kathy Chambers
  Office for the Vice President for Student Affairs
- Nancy Chrystal-Breen
  Recreational Sports
- Nick Clayton
  Recreational Sports
- Nancy Coleman
  Counseling Center
- Farouk Dey
  Career Resource Center
- Tom Halasz
  Career Resource Center
- Rafael Harris
  Counseling Center
- Chiney Jones
  Student Financial Affairs
- Billy Mathis
  Housing and Residence Education
- Natasha Maynard-Pemba
  Counseling Center
- Azfar Mian
  Housing and Residence Education
- Diane Porter
  Housing and Residence Education
- Joella Seay
  Housing and Residence Education
- Mary Kay Schneider
  Dean of Students Office
- Tara Siler
  Reitz Union
- Alisha Tabag
  Dean of Students Office
- Beth Waltrip
  Reitz Union
- Rick Wilder
  Student Financial Affairs
- Gary Zetrouer
  Recreational Sports