The Division of Student Affairs is comprised of 23 departments and over 300 employees serving students on multiple campuses. Student Affairs actively supports the university’s mission. We are dedicated to supporting the personal, professional, and academic development and safety of all students. Our priority is to provide quality programs, services, and facilities across campuses through which student learning can continue outside of the classroom.

**Mission**

The Division of Student Affairs at Florida International University supports the mission of the university by providing a quality educational experience that engages students in becoming active contributors in an evolving global and technological society. The division teaches civic responsibility, leadership, and commitment to service; nurtures an understanding of diversity; and contributes to academic success by providing students with support services and experiential learning opportunities that foster an enduring connection to the university.

**Vision**

The Division of Student Affairs at Florida International University will be known as an innovative leader in providing high quality evidence-based programs and services that enhance student learning.

**Core Values**

The Division of Student Affairs is committed to the university’s core values, which are:

- Truth—in the pursuit, generation, dissemination, and the application of knowledge
- Freedom—of thought and expression
- Respect—for diversity and the dignity of the individual
- Responsibility—as stewards of the environment and as citizens of the world
- Excellence—in the intellectual, personal and operation endeavors
The Strategic Planning Process

The Vice President for Student Affairs assembled a committee to craft a five-year strategic plan. To begin the process, the committee gathered and reviewed guiding documents from FIU and higher education sources. These included the 2010-2015 FIU Strategic Plan, 2010-2020 FIU Master Plan, 2013-2014 FIU Work Plan, One Community One Goal, President Rosenberg’s memorandum on the new strategic planning process, as well as key industry documents from NASPA, ACPA, and CAS. The committee summarized a list of key points from the guiding documents and used those points to conduct an analysis of the division’s strengths, weaknesses, opportunities, and threats. These findings were shared with all Student Affairs departments for discussion and feedback.

As a result of this collaborative effort within the departments, along with research and institutional benchmarking, four strategic priorities were identified to guide the direction of the division for the next five years. Each strategic priority includes general goals and objectives that give direction to individual departments. Outcomes for each goal are included as evidence of success for the implementation of the goals. These strategic priorities will be reflected in the division’s annual goals and objectives.

The strategic plan for the Division of Student Affairs is a living document that is intended to provide direction to achieve our vision while allowing for the flexibility of response to change. This framework will be reviewed and revised regularly as needs and opportunities emerge.
STRATEGIC PLAN 2013-2018

Strategic Priority 1 - Advance the Academic Success and Personal Development of Students

Rationale/Need: The Division of Student Affairs is committed to advancing the academic success as well as the personal development of our students. As a result we are committed to increasing retention and graduation rates by being a campus leader in building peer relationships and creating a campus climate conducive for success. The division’s services and programs promote best practices and collaboration with the entire FIU community to obtain our goals.

Goal 1: Advance the academic success of students.

Strategies:

1. Align department practices with the Graduation Success Initiative (GSI) milestones.
2. Utilize research data to identify division practices with direct and indirect impact on retention and graduation rates.
3. Establish division-wide Student Learning Outcomes (SLOs).
4. Coordinate integrative student learning opportunities within the division to promote transition from one academic level to the next including early career stages for our graduates.

Goal 2: Advance the personal development of students.

Strategies:

1. Provide programs, services, and facilities that promote a holistic approach to student health, safety, and well-being.
2. Provide programs and services that nurture students’ knowledge and understanding of diversity and inclusivity.
3. Educate the university community on programming and services that enhance student development.
4. The division will document the ways in which its programs and services impact retention and graduation rates.
5. A coordination plan that integrates and aligns the division with academic success efforts will be implemented and used.
6. The division will serve as a campus expert on college student development.
Strategic Priority 2 - Foster a Quality University Experience

Rationale/Need: The Division of Student Affairs is committed to generating superior services, opportunities, and outcomes for students based on higher education best practices. These practices include continuous quality improvement and data driven decision-making to optimize our programs, services and the expertise of our staff. This commitment to quality demands that outcomes are established, measured, and evaluated and data results are utilized to inform our future commitments and efforts.

Goal 1: Enhance quality of programs and services.

Strategies:

1. Ensure excellent customer service through intentional training and continual assessment.
2. Foster innovative approaches to program and service delivery by regularly scanning websites of SUS and benchmark institutions and adopting or adapting those that are relevant and feasible.
3. Review Student Affairs literature for best practices and innovative programs and adopt or adapt those that are relevant and feasible.

Goal 2: Improve division-wide assessment practices and utilization of results to maximize effectiveness.

Strategies:

1. Coordinate division wide assessment efforts of signature initiatives.
2. Utilize institutional metrics as a guide to on-going departmental assessment plans.
3. Establish measurement methods and desired outcomes.
4. Develop a central repository for division data.
5. Utilize evaluation and assessment results to identify trends that inform decisions for improved practice.
6. Disseminate results through an intentional plan to market and promote outcomes achieved from assessment initiatives.

Goal 3: Ensure Division of Student Affairs employees have the knowledge, awareness, and skills to advance excellence.

Strategies:

1. Provide, promote, and support on-going professional development to increase staff performance and growth.
2. Encourage active involvement of employees in local, state, and national professional and civic organizations.
3. Recognize and reward staff professional development accomplishments.
4. Disseminate information on staff accomplishments throughout the division and to key stakeholders.
5. A comprehensive assessment plan will be established that will direct the improvement and development of programs and services.
6. A comprehensive, multi-level staff development plan will be created and implemented.

**Strategic Priority 3 - Commit to Engagement**

**Rationale/Need:** As stated in the University mission and strategic plan, to be *Worlds Ahead* FIU must be committed to “collaborative engagement with our local and global communities.” A commitment to engagement means building partnerships across campus and in the community that create collaborative opportunities to solve problems and develop our students as active citizens.

The Division of Student Affairs will be committed to engagement by exploring, identifying, and establishing mutually beneficial partnerships that promote the civic development of our students, build affinity with our alumni, and make a difference in our communities.

**Goal 1: Promote the civic development of students.**

**Strategies:**

1. Infuse civic learning and democratic engagement into the co-curriculum.
2. Expand co-curricular service-learning and leadership opportunities.
3. Increase internships and externships through community, state, national, and international partnerships.
4. Sponsor global intercultural and cultural immersion experiences.

**Goal 2: Engage in partnerships that build affinity with alumni.**

**Strategies:**

1. Provide intentional opportunities for alumni to connect and interact with current students.
2. Develop an alumni advisory group of past student leaders.
3. Recognize contributions of alumni active in the division’s initiatives.
Goal 3: Engage in partnerships that make a difference in our university and local communities.

Strategies:

1. Identify opportunities for local community participation in the planning and implementation of co-curricular programs.
2. Demonstrate responsible stewardship in physical, fiscal, and human resources.
3. Adopt a deliberate and integrated sustainability co-curriculum for departments and student groups.
4. Aspects of civic learning and democratic engagement will be evident in programs.
5. Opportunities for community-based learning will increase.
6. Active alumni support will be evident in the division’s programs, services, recognition, and fundraising efforts.

Strategic Priority 4 - Position the Division to Capitalize on University Growth

Rationale/Need: Stewardship of co-curricular student development is a critical factor in student access and success. Therefore, the Division of Student Affairs must be positioned to promote excellence through the availability of services, facilities, personnel, and resources necessary for student success. This positioning must be consistent with student enrollment and demand for co-curricular and extra-curricular student living and learning experiences.

Goal 1: Utilize enrollment data and growth projections for setting fiscal priorities.

Strategies:

1. Assess available enrollment and growth projection data.
2. Identify current and potential funding sources for the division and departments.
3. Identify areas for reallocation of current resources within the division.
4. Assess the fiscal impact on departments.
5. Develop a rationale/formula for establishing fiscal priorities based on strategic goals.

Goal 2: Utilize enrollment data and growth projections for establishing planning targets for facilities, infrastructure, and personnel.

Strategies:

1. Establish comparisons with other institutions, (SUS and FIU benchmarks).
2. Ensure that new construction and renovations meet future growth needs.
3. Continue to conduct needs assessments with FIU students.
Goal 3: Utilize enrollment data and growth projections to respond to changing learning environments and modalities, such as, multiple campuses and online learning.

Strategies:

1. Obtain and analyze information about our students to determine the best program and service delivery methods.
2. Identify and connect with all University communication resources to promote programs and services.
3. Utilize latest technology innovations and best practices to enhance delivery of programs and services.
4. A rationale/formula will be created and adopted to guide fiscal planning and decision-making.
5. The division will have a plan for potential funding and reallocation of current funding.
6. The division will utilize technology to meet the needs of multiple campuses and online students.