The Division of Student Affairs is an integral part of university life for students. In support of the University’s mission and vision for Excellence with Caring, the division of Student Affairs seeks to facilitate the integration of the academic experience of students with all aspects of university and student life. The division facilitates interactions among students, faculty and staff to promote a campus climate which supports students’ academic success and their personal and professional development.

**Mission Statement:**
The mission of the Division of Student Affairs is to deliver student-centered services and programs which create a safe and healthy campus climate that attracts and retains motivated students. With a dedicated and professional staff through collaboration with global partners, we promote the holistic development of a diverse student body to assume productive citizenship.

**Vision Statement:**
The Division of Student Affairs will provide exemplary student support services to the campus community where all students will be motivated to be successful. They will be given various academic, social and technological opportunities that ensure their success at the university and the community.

**Core Values:**
Caring
Community
Honor
Integrity
Leadership
Student Centered Learning
Quality

**Strategic Initiative 1: Create a 21st century living and learning collegiate community**

**Goal 1.1: Enhance Access to the University**

**Strategy 1.1.1:** Enhance and implement effective and targeted recruitment strategies.

*In support of University’s Strategic Initiative 1, Strategy 1.1*

**Performance Measure(s):**

1.1.1.1. Develop a comprehensive recruitment strategy plan for the by July 30, 20xx to include strategies for targeted subpopulations (i.e., veterans, community college students, students with disabilities, other minorities and majority students)

1.1.1.2. Increase headcount enrollment to 15,000 or more.
1.1.1.3 Increase the percentage of veterans to at least 5% of the total enrollment.
1.1.1.4 Increase the percentage of community college and other university transfer students to at least 20% of the total enrollment.
1.1.1.5 Assist in the expansion and remodeling of the Admissions Office within twelve months to provide a more welcoming and professional environment to prospective students and parents.
1.1.1.6 Increase the amount of scholarship funds available to incoming students by 5%.
1.1.1.7 Ensure that students from the STEM areas serve as student recruiters in 25% of the Recruitment efforts.

**Goal 1.2: Continuous enhancement and assessment of the student experience**

**Strategy 1.2.1:** Improve and expand on-campus housing.

*In support of University’s Strategic Initiative I, Strategy 1.2.1*

**Performance Measure(s):**

1.2.1.1 Increase the number of on-campus beds to at least 3,400.
1.2.1.2 Conduct periodic assessment of on-campus residents regarding their housing experience, with the goal of at least 75% of the participants reporting a “satisfactory or better” approval of their housing experience.
1.2.1.3 Residence Life will create a plan to enhance communication that will build stronger collaborative relationships with academic units and other departments in Student Affairs.
1.2.1.4 Provide a budgetary increase of 5% from the previous year for ongoing staff development.
1.2.1.5 Increase the time for cleaning and repairing facilities between sessions by 50%.
1.2.1.6 Increase the number of living-learning units by 20%.
1.2.1.7 Build new and renovate and expand facilities to include instructional areas with wireless access-computers and other learning equipment, adequate storage, and more common areas consistent with the Housing Renovation and Expansion Plan.

**Strategy 1.2.2:** Increase participation in First and Second Year experience and academic progression and workshops.

*In support of University’s Strategic Initiative I, Strategy 1.2.2*

**Performance Measure(s):**

1.2.2.1 Provide an academic support program in the Residence Halls.
1.2.2.2 Integrate Student Development topics in the Curriculum for First and Second Year Experience by 50%.
1.2.2.3 Continue to support the University effort in maintaining a first-year retention rate of more than 80%.

**Strategy 1.2.3:** Enhance critical thinking skills of undergraduate students.

*In support of University’s Strategic Initiative I, Strategy 1.2.3*
Performance Measure(s):
1.2.3.1. Promote and help facilitate the undergraduate summer reading program through the disbursement of books at Orientation and staff facilitation of 25% of freshman discussion groups.
1.2.3.2. Incorporate critical thinking skills in 30% of the programming in the living/learning units.

Goal 1.3: Improve academic progression, performance, and graduation rates

Strategy 1.3.1: Continuous assessment and improvement of student retention, academic progression and graduation rates.

In support of University's Strategic Initiative I, Strategy 1.3.1

Performance Measure(s):
1.3.1.1 Review and revise the admission requirements to increase the six year graduation rate by 3% annually.
1.3.1.2 Provide an annual report of the retention rate for all classifications and departments.
1.3.1.3 Review and amend the admission requirements to ensure greater percentage of students who are academically able to matriculate and graduate within six years by 5% annually.
1.3.1.4 Strengthen partnerships with academic schools and colleges to expand the student learning environment and learning opportunities that effectively help to support and retain students.

Goal 1.4: Develop a comprehensive campus-wide initiative on student wellness

Strategy 1.4.1: Integrate life-long learning skills from other departments (i.e., Counseling, Health and Recreation) in 10% of the Residence Life programs.

In support of University’s Strategic Initiative I, Strategy 1.4.1

Performance Measure(s):
1.4.1.1 Implement new campus-wide program and increase participation in wellness programs
1.4.1.2 Conduct annual survey on campus wellness activities

Strategic Initiative 2: Enable Excellence in University Processes and Procedures

Goal 2.3: Enhance and Improve Accountability and Communication Processes

Strategy 2.3.2: Enhance and improve communication and information systems.

In support of University’s Strategic Initiative 2, Strategy 2.3.2
Performance Measure(s):
2.3.2.1 Select and implement information systems for Admissions and Financial Aid offices.
2.3.2.2 Implement a computerized system for distribution and tracking.

Strategy 2.3.3: Improve customer relations in serving students.

In support of University’s Strategic Initiative 2, Strategy 2.3.3

Performance Measure(s):
2.3.3.1 Conduct a periodic assessment of the student experience with student related business offices, with a goal of at least 75% of students reporting a “satisfactory” employee experience
2.3.3.2 Develop a quality improvement plan to include a secret shopper program with students.
2.3.3.3 Develop an incentive program for staff by 2011.

Goal 2.5: Develop on an annual basis, an audit plan to assess the processes and procedures for the financial aid office.

In support of University’s Strategic Initiative 2, Strategy 2.5.1

Performance Measure(s):
2.5.1.1 Conduct audits, reviews, and investigations to ensure compliance with all state and governmental regulations for Financial Aid annually.
2.5.1.2 Implement appropriate internal controls as identified by the Division of Audit and Compliance to ensure that resources are safeguarded against waste, loss and misuse.

Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological and physical resources to achieve the University’s mission

Goal 3.1: To provide stewardship, accountability and optimization of state appropriated resources.

In support of University’s Strategic Initiative 3, Strategy 3.1.1

Strategy 3.1.1: Develop a comprehensive budget planning process for the units within student affairs.

Performance Measure(s):
3.1.1.1 Develop a budget planning process for Student Affairs that links programs needs to the budgeting process on an annual basis.
3.1.1.2 Annually review each department’s budget for appropriateness of expenditures and allocation of state funds.
3.1.1.2 Review the allocation of E&G funds for appropriate redistribution based on the trends and needs of the Division.
Goal 3.2 Recruit and retain excellent and diverse staff.

Strategy 3.2.1: Strengthen salaries and support for student affairs staff to nationally competitive levels.

*In support of University’s Strategic Initiative 3, Strategy 3.2.1*

**Performance Measure(s):**
3.2.1.1 Annually review compensation levels of employees in relation to the state and national market.

Strategy 3.2.2 Provide professional development opportunities for faculty and staff.

*In support of University’s Strategic Initiative 3, Strategy 3.2.2*

**Performance Measure(s):**
3.2.2.1 Require all departments to develop a staff development plan so that at least 80% of employees are provided training and education annually.

Strategy 3.2.3 Implement strategies to ensure affordable life-long learning opportunities for students.

*In support of University’s Strategic Initiative 3, Strategy 3.2.3*

**Performance Measure(s):**
3.2.3.1 Conduct periodic reviews of tuition differential trends.
3.2.3.2 Review and monitor annually how the financial needs of students can be met through various financial aid resources

Goal 3.3: Enhance Student Affairs technology to provide easier access to support recruitment goals and provide student support

Strategy 3.3.1: Implement a new recruitment software

*In support of University’s Strategic Initiative 3, Strategy 3.3.1*

**Performance Measure(s):**
3.3.1.1 Assist in the implementation of a computerized system for recruitment related activities in conjunction with the Division of Enterprise Information Technology by July 2011.

Strategic Initiative 4: Enhance recruitment and admissions strategies to target Leon County and surrounding northwest Florida school districts.

Goal 4.1: Support and expand programs that contribute to positive community living and community development
Strategy 4.1.1: Enhance involvement and service of student organizations

In support of University’s Strategic Initiative 4, Strategy 4.1.1

Performance Measure(s):
4.1.1.1 Sponsor periodic educational and cultural events on campus and throughout Tallahassee areas.
4.1.1.2 Increase student participation in community service activities that support the needs of the Tallahassee area.

Strategic Initiative 5: Enhance and sustain a social environment that promotes internationalism, diversity, and inclusiveness.

Goal 5.1: Produce diverse and culturally astute graduates for the global workforce.

Strategy 5.1.1: Maintain FAMU’s position as a top producer of African American baccalaureate degree recipients.

In support of University’s Strategic Initiative 5, Strategy 5.1.1

Performance Measure(s):
5.1.1.1 Be amongst the highest producers of African American graduates in the nation.
5.1.1.2 Implement enrollment strategies designed to recruit targeted populations such as African American students, minority students, and academically gifted students such as the National Merit Finalists.

Strategy 5.1.2: Become a top producer of African Americans with graduate and professional degrees in the Science, Technology, Engineering and Mathematics (STEM), law and health disciplines during the next ten (10) years.

In support of University’s Strategic Initiative 5, Strategy 5.1.2

Performance Measure(s):
5.1.2.1 Ensure that 25% of the Recruitment efforts are from students majoring in STEM disciplines.