Institutional Effectiveness Plan

University of Florida

Academic Affairs

Student Affairs

Student Affairs Mission Statement
Student Affairs actively contributes to the university’s academic mission, provides comprehensive student services, and educates all UF students. Student Affairs enriches student learning through leadership, service, engagement, and self-discovery resulting in a well-qualified, healthy, and broadly diverse citizenry and workforce.

Start: 7/1/2017
End: 6/30/2018
Progress: Ongoing
Unit/College: Student Affairs
Responsible Roles:

Goal 1: Assessment - Department
Establish the new Student Affairs Office of Assessment & Research (SAAR) as a key component of the four focus areas delineated by the Vice President of Student Affairs. The department will be responsible for coordinating division-wide assessment efforts, program reviews, and strategic planning initiatives.

Start: 7/1/2017
End: 6/30/2018
Progress: On Schedule
Division/College: Student Affairs
Responsible Roles: Assistant VP Student Affairs (Pace, Kim), Director of Student Affairs Office of Assessment and Research (Boren, Shaun)

Action Items
1. Complete renovations of new Yulee Hall office space
2. Design a strategic plan for the department
3. Develop an effective project management system

Measures of Action Items
1. Renovations are completed within outlined time period
   - Certify construction for occupancy
   - Supply sufficient office equipment & software
2. Strategic plan approved by division leadership
   - Facilitate departmental strategic planning meetings to draft document
   - Draft a strategic plan based on the Assessment Services CAS Standards
   - Complete a revision process with the Assistant Vice President of Student Affairs
Complete a revision process with the Vice President Strategic Council

Revisit strategic plan to assess its effectiveness, application, and comprehensiveness

3. A software system is identified and processes are established to manage departmental projects

○ Adopt software solution for managing project requests

○ Outline system for prioritizing projects

○ Assess at the end of fiscal year whether the software and system are effectively meeting the needs of the department and division

Time Period of Action Items

1. By August 2017
2. By October 1, 2017
3. July 2017 – June 2018

Resources of Action Items

1. Division of Student Affairs; Housing and Residence Education
2. Staff within the Student Affairs office of Assessment and Research
3. Staff within the Student Affairs office of Assessment and Research

Goal 2: Assessment – Program Reviews

Undergo a program review process for select departments within the Division of Student Affairs. Program Reviews are established to assess program effectiveness, understand areas of strength and improvement, and enhance SA departments’ capacity to better serve students.

Start: 7/1/2017
End: 6/30/2018
Progress: Ongoing
Division/College: Student Affairs
Responsible Roles: Director of Student Affairs Office of Assessment and Research (Boren, Shaun)

Action Items

1. Complete Program Review for Housing & Residence Education
2. Complete Program Review for Multicultural & Diversity Affairs
3. Complete Program Review for Recreational Sports

Measures of Action Items

1. Program reviews are completed within the allotted time period and are guided by corresponding CAS (Council for the Advancement of Standards in Higher Education) standards outlined in the Division’s program review document
2. Program reviews are completed within the allotted time period and are guided by corresponding CAS (Council for the Advancement of Standards in Higher Education) standards outlined in the Division’s program review document
3. Program reviews are completed within the allotted time period and are guided by corresponding CAS (Council for the Advancement of Standards in Higher Education) standards outlined in the Division’s program review document
Time Period of Action Items
1. By May 2018
   - Internal Review done by December 2017
   - External Review done by May 2018

2. By May 2018
   - Internal Review done by December 2017
   - External Review done by May 2018

3. By May 2018
   - Internal Review done by December 2017
   - External Review done by May 2018

Resources of Action Items

Goal 3: Alumni Engagement
Develop strategies for communication and engagement with UF alumni who had co-curricular experiences within the Division of Student Affairs. This effort includes implementing an accurate data collection process and examining the Division’s impact on students beyond their time at UF.

Start: 7/1/2017
End: 6/30/2018
Progress: Ongoing
Division/College: Student Affairs
Responsible Roles: Director of Engagement and External Relations, Division of Student Affairs (Gresley, Jaime)

Action Items
1. Formalize collection and data tracking of UF Alumni who meet the following criteria:
   - Served in a DSA leadership role
   - Took part in a DSA program
   - Involved in DSA sponsored organization or group
   - Employed by a DSA unit
   - Recipient of a DSA award
   - Served on a DSA Board or Council
   - Awarded a DSA scholarship or scholarship program coordinated by DSA

2. Explore implementation of a Client Relation Management (CRM) system to host data for centralized maintenance and tracking
   - Identify and create a CRM implementation timeline

3. Develop a sub council on alumni engagement and communication

Measures of Action Items
1. Method/system for collection data has been identified and data collection has begun
"Data is collected on recent grads at point of graduation each semester
Request for past data from units is put out to all units

- Central and consistent collection of past alumni data from DSA units

2. Identify 3-5 CRM options
   - Per each viable option complete a tentative implementation timeline

3. Sub Council on Alumni Engagement is created and meets monthly (minimally)
   - Submit draft of an annual DSA alumni communication and engagement plan to VPSC for approval

**Time Period of Action Items**
1. By December 2017
2. By March 2018
3. By September 2017
   - By May 2018, submit draft of an annual DSA alumni communication and engagement plan

**Resources of Action Items**
1. Division of Student Affairs Career Resource Center, , University of Florida Business Services
   - DSA Units

2. Division of Student Affairs IT, New Student and Family Programs
   - Budget to guide options
   - Staffing resources to build out a CRM

3. Staff within the Student Affairs’ units

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**Goal 4: Marketing and Communications**
Enhance the collective narrative of the Student Affairs through a divisional communication strategy that includes external and internal audiences.

**Start:** 7/1/2017  
**End:** 6/30/2018  
**Progress:** Ongoing  
**Division/College:** Student Affairs  
**Responsible Roles:** Director of Marketing and Communications, Division of Student Affairs (Tanner, Sara)

**Action Items**
1. Redo all Student Affairs Websites to be ADA compliant and responsive
2. Develop integrated PR strategy
3. Create Student Affairs branded marketing collateral to assist alumni engagement efforts
Measures of Action Items

1. 55 websites are transitioned by outlined time period
   - Universal template is created
   - Applications are (re)built and moved to new server
   - Shibboleth requests are put into place
   - Content is revised and migrated to new content management system
   - DNS values are changed and redirects are put into place
   - Staff responsible for content on each site receive necessary training per their security role

2. Implement strategy in conjunction with University Relations
   - Establish longform storytelling platform
   - Develop cross-departmental stories related to key Student Affairs themes
   - Work with University Relations to connect stories to news outlets
   - Integrate stories into Student Affairs’ external communications and social media presence

3. Develop standard for materials to engage alumni
   - Build consistent, yet unique Student Affairs template within UF branding
   - Work with Student Affairs Director of Engagement and External Relations to approve and customize messages around themes

Time Period of Action Items
1. By August 2018
2. By December 2017
3. By October 2017

Resources of Action Items
1. Division of Student Affairs staff; Student Affairs IT; UFIT; UF Compliance Office; Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973
2. University Relations; Division of Student Affairs Communications staff; College of Journalism
3. UF Advancement Office; Division of Student Affairs Communications staff; Director of Engagement and External Affairs

Goal 5: MCDA Organizational Sustainability
Create an internal structure for Multicultural and Diversity Affairs that promotes long-term sustainable practices and protocols that ensure departmental consistency. Organizational sustainability will focus on human resources, fiscal practices, programming objectives, assessment, brand, and purpose/mission.

Start: 7/1/2017
End: 6/30/2018
Progress: Ongoing
Division/College: Student Affairs
Responsible Roles: Assistant VP Student Affairs (Pace, Kim)

Action Items
1. Undergo strategic planning process based on Executive Director’s vision story
2. Establish a standard operating guide for the department
3. Align department budget/fiscal practices with organizational objectives
4. Create year-long staff development plan (ex. Retreats, trainings, on-boarding, etc.)
Measures of Action Items

1. A strategic plan for MCDA is created, focusing on where we are in 2025
   - Bring in outside consultant or UF-HR to lead us through a comprehensive strategic planning process
   - Re-examine our mission/vision/values to determine accuracy and effectiveness
   - Define our role as MCDA – we are educators, programmers, and facilitators.
   - Staff will clarify and define MCDA organizational objectives: Identity-based and culturally-responsive resources, education, and community
   - Create metric for assessment of the success of the plan
   - Establish time frame for re-visiting strategic plan at least 3 times per year

2. A standard operating guide is created
   - Team has reviewed and contributed to its creation
   - We re-visit the guide as it needs to be updated

3. Updates to guide will be discussed at staff meetings Budget/fiscal practices align with the objectives and philosophy of MCDA
   - Staff will have clearly defined budget and budgeting process for resources, education, and community
   - Office manager and Executive Director will evaluate budgets at the beginning of the year to ensure alignment

4. Retreats, training, staff on-boarding, staff development processes are in place
   - Executive Director identifies 4 times throughout the year for staff retreats. Plan them in advance and ask the staff to plan their schedules around it.
   - Explore staff development/training options for staff to participate in for professional development and growth
   - Create a consistent and uniformed staff on-boarding process for new team members to ensure consistency in information shared and success of new staff during transition into role.

Time Period of Action Items

1. July 2017 – June 2018
   - Staff will have a shared understanding of organizational objectives and our role as MCDA by Oct 1, 2017

2. By August 2017
3. By October 1, 2017
4. By August 2017
   - Establish dates for retreats through 2017 and possibly 2018
Create a new department mission

**Resources of Action Items**
1. Staff within MCDA, External consultant(s), and staff within the Student Affairs Office of Assessment and Research
2. Staff within MCDA
3. Staff within MCDA
4. University of Florida Human Resources

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**Student Affairs IE Detail**
- **Start:** 7/1/2017
- **End:** 6/30/2018
- **Progress:** Ongoing
- **Providing Department:** Student Affairs
- **Responsible Roles:** Assistant VP Student Affairs (Pace, Kim)

**Administrative Support Services**
Core administrative support services within the Division of Student Affairs support the primary mission of the division. Student Affairs has a $100M+ budget with diverse sources of revenue, and those operations are monitored by the Vice President's office on a regular basis. Each department's budget, including revenue and expenditures, are reviewed in monthly reports prepared by the Director of Finance for Student Affairs for both the Assistant Vice President and the Vice President for Student Affairs. The Vice President for Student Affairs works with the budget manager to revise budgetary needs within the division as needed for achieving the mission of the division and the university.

The Division of Student Affairs supports and manages more than 170 buildings on campus and student feedback is continually sought for improving both the physical structure and programs delivered within these facilities. The majority of these buildings are for on-campus housing, and Housing and Residence Education (HRE) follows a master plan with a schedule for facilities upgrades and capital improvements for the next decade. HRE's maintenance staff collects significant amounts of data related to the status of each building and uses the information to prioritize projects and upgrades. The data include communications from students and maintenance staff.

The results of all departmental assessments are shared throughout the division through reporting within departments and reporting and review at the administrative level with the Vice President and Vice President's Strategic Council.

**Academic and Student Support Services**
Student Affairs primarily monitors the effectiveness of its academic and student support services through the final set of progress reports in July of each year and an annual report for the division produced each year. Each year in May, the Vice President's Strategic Council reviews all of the goals, the progress made on those goals, and makes recommendations to the Vice President for Student Affairs for modifications based on those results. Some goals remain on the list as they might be suited to multiple year commitment or as goals yet to be achieved.

Additionally, each department also submits annual assessment reports measuring departmental outcomes. Each department's report summarizes the methodology and process used to create the assessment to include information on how those data were used for improvement. These State of the Department reports provide an additional source of information to be used by the Vice President's Strategic Council to improve academic and student support services.

**Research**
Student Affairs does not directly participate in faculty research activities. There are a few faculty and staf
Student Affairs who are principal investigators in research activities related to their job responsibilities are encouraged. Additionally, Student Affairs works to provide support and services for student to participate in research with faculty.

Student Affairs does, however, engage in research that is geared towards proving and improving the value of student affairs at the University of Florida. For instance, Recreational Sports utilizes student usage data of fitness facilities to enhance programs and services and increase efficiency. By tracking all usage with student IDs, Recreational Sports is able to collect and analyze the data to maximize service to the UF community and to solicit student input about facilities, including satisfaction and needs. Recreational Sports uses various sources for feedback including social media sites, surveys, and interviews and constantly seeks ways to improve in the evaluation and assessment. In another example, The Career Resource Center plays a vital role in designing, disseminating, analyzing, and reporting on the mandatory UF graduation survey. Data from this instrument at an institutional level to provide insight about post-graduation outcomes of UF graduates.

**Community and Public Service**

Student Affairs has several departments that work directly with students who spend time in community service activities. Specifically, the David and Wanda Brown Center for Leadership and Service (BCLS) and Student Activities and Involvement encourage and track student participation in community service, which includes activities such as the Florida Alternative Breaks, fundraising for Children’s Miracle Network through Dance Marathon, and numerous tutoring and mentoring programs. BCLS collects information regarding volunteer hours and matches students with service opportunities, and also recognizes students who participate in community service through its Impact Awards and through the Presidential Service Awards.

### Effectiveness Oversight

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**Institutional Effectiveness Report Complete:** [ ]