

# **Stephen F. Austin State University**

## **Division of Student Affairs**

### **Business Plan**

**December 2021 – December 2023**

**Approved by SALT: November 11, 2021**

**Updated by Vice President of Student Affairs, September 12, 2022**

### **Division Overview**

The Division of Student Affairs at Stephen F. Austin State University (SFA) is comprised of 14 departments with over 65 full-time and 265 paraprofessional employees that serve approximately 11,550 students through the ethical stewardship of approximately \$34 million in resources.

The Division supports the University Mission through student-centered programs, services, policies, facilities, and environments that develop students for the challenges of living in the global community.

### **Planning Process**

Dr. Brandon Frye was appointed as the Vice President of Student Affairs (VPSA) in February 2021. The Division moved through a strategic reorganization after his arrival during the Spring 2021 and Summer 2021 semesters.

The Student Affairs Leadership Team (SALT) was formed during the Spring 2021 semester. The SALT represents key functional areas across the Division of Student Affairs and the members provide advice, expertise, leadership, support, and guidance to the VPSA on planning, policies, procedures, practices, facilities, and resources that impact student access and success.

As part of the development of the Division of Student Affairs, one of the top priorities was to establish a list of Core Values that would guide the work of the Division. During a March 2021 SALT meeting a tentative list of potential Core Values was collaboratively drafted. That list was sent to the Division's full-time and part-time non-student staff via questionnaire and employees were asked to rank their top Core Value choices. With an 85% response rate to the questionnaire, Ten Core Values were identified. The Division's Executive Committee, composed of the VPSA's direct reports, drafted definitions for the 10 Core Values. The SALT provided feedback on the definitions during a monthly SALT meeting and the 10 Core Values were further clarified and streamlined by Amy Roquemore, Director of Student Publications and Divisional Marketing. Those 10 Core Values and definitions are highlighted in this Plan.

In September 2021 the Extended SALT, composed of SALT members and their respective Assistant Directors, met for a Divisional Strategic Planning Workshop to begin crafting the Division's Vision, Mission, Priorities, and Goals. During the meeting the VPSA asked the group

to consider the following broader University wide guiding priorities when developing the Division's Vision, Mission, Priorities, and Goals:

- Student access, recruitment, and retention
- Student engagement and learning
- Student career readiness
- Student well-being and belonging
- Student success

With 29 participants, the Extended SALT focused on answering the following questions:

1. Why does the Division of Student Affairs exist?
2. What do we want our Division to look like in five years?

Draft Vision and Mission statements were developed during the Workshop, which were utilized during a second Divisional Strategic Planning Workshop in October 2021.

In late October 2021, the Extended SALT met for the second Divisional Strategic Planning Workshop. With 28 participants, the Extended SALT further discussed and refined potential Vision and Mission statements for the Division. Additionally, they identified the Division's priorities for the next two years, which are listed below. Based on those priorities, the VPSA, in consultation with the SALT, established the tactical Goals listed in this Plan.

The VPSA, in consultation with the Division's Executive Committee, developed final drafts of the Vision and Mission statements, Priorities, and Goals based on information collected during the two Divisional Planning Workshops. The draft Vision and Mission statements, Priorities, and Goals were shared a final time with the SALT and approved by that group on November 11, 2021.

### **Way Forward**

Our Division's Business Plan is a living document that provides direction for fulfilling our Mission while allowing for flexibility and response to change. This Plan will be reviewed and revised as needs emerge.

### **Core Values**

The Division of Student Affairs is committed to the following 10 Core Values, which guide our work and decision making:

**Accountability:** Holding each other responsible for accomplishing shared goals

**Collaboration:** Working together toward common objectives while respecting each other's unique skills, diverse perspectives, and valuable contributions

**Inclusion:** Ensuring all people are respected and supported, feel a sense of belonging, and have equal access to opportunities and resources

**Innovation:** Employing design-thinking to challenge assumptions, develop creative solutions, and improve efficiency and effectiveness

**Integrity:** Possessing sound moral character and honestly and consistently adhering to ethical principles and values

**Respect:** Regarding others' feelings, wishes, rights, and traditions with acceptance and courtesy and acknowledging their value as professionals

**Stewardship:** Carefully and responsibly managing the resources entrusted to our care

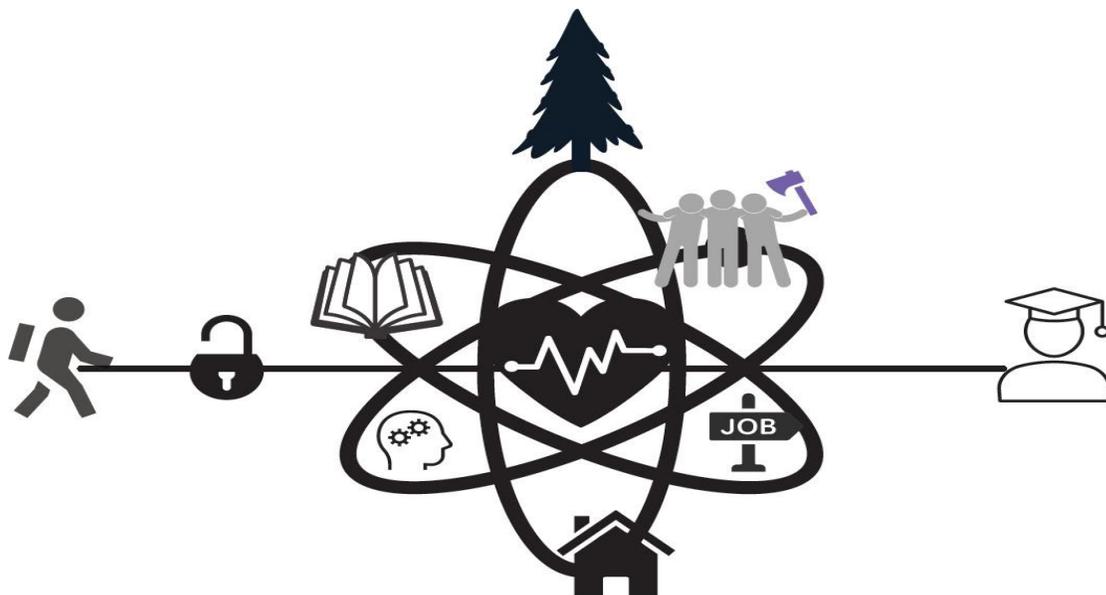
**Support:** Assisting and advocating for each other in pursuit of joint goals and initiatives

**Teamwork:** Completing intentional and combined actions efficiently and effectively to achieve desired results

**Trust:** Possessing strong faith, reliance, and confidence in each other

### Vision

We will be an innovative team that drives student success by enhancing the Lumberjack experience.



Graphic 1: "Enhancing Lumberjack Experience"  
(Frye & Charley, 2021)

## **Mission**

Holistically developing Lumberjacks that engage, lead, thrive, and succeed.

## **Priorities**

From December 2021 until December 2023, the Division of Student Affairs will focus on the following Priorities:

### **Student Access**

Actively recruiting and providing educational opportunities for prospective SFA students while serving and supporting enrolled students in an equitable, holistic, and student-centered way.

### **Student Success**

Ensuring students are engaged on campus, benefit significantly from their SFA experiences, persist to graduation, and leave the university prepared for a career and/or graduate school (Kuh, Kinzie, Schuh, Whitt, & Associates, 2005).

## **Goals**

The Division of Student Affairs has identified the following overarching Goals to fulfill our Mission and tactically support our Priorities:

Goal: Advance the holistic development of students and support their well-being.

Goal: Foster an engaged and connected Lumberjack experience.

Goal: Champion a welcoming, respectful, and inclusive campus.

Goal: Enhance the career readiness of SFA students and empower them to function in a global economy.

Goal: Ensure that Student Affairs employees have the knowledge, competences, training, and support to advance student success.

Goal: Effective stewardship and cultivation of resources.

## **Customer Service Philosophy**

The Division of Student Affairs Administrative Practices Committee developed the initial draft of the Division's Customer Service Philosophy, which approved by SALT in March 2022. The final statement listed below was formally adopted by the Vice President of Student Affairs in April 2022.

The SFA Division of Student Affairs will maintain a standard of excellence in customer service to our students, faculty and staff colleagues, and community. Our staff will provide personal care with compassion and understanding and work to resolve issues by:

- being informed about campus resources
- engaging in collaborative problem solving
- providing streamlined processes