DIVISION OF ENROLLMENT AND STUDENT AFFAIRS

Strategic Priorities

2018-2022

UNIVERSITY of WEST FLORIDA
uwf.edu/desa
What does it take to create fiercely powerful Argonauts? Vision. The vision to do more, be more, create more. The vision to offer more support, more hands-on learning adventures, more leadership experiences and more opportunities to connect.

The University of West Florida’s new Division of Enrollment and Student Affairs (DESA) was created to support and guide students through their Argo journey. By connecting key departments in one division, we have within us the capacity to do even more for our students and build a university experience that shatters the mold.

DESA unites the Splash recruitment campaign with a student experience that begins on day one during orientation and lasts through graduation four years later. By tearing down old walls, we will connect students to resources and programs, student life experiences, service and leadership opportunities, and a chance to make their own splash.

Over the next four years, DESA will deliver intentional student life programs that will promote a spirited community of learners. Our efforts will be focused on supporting a culture of bold learners. Big thinkers who will change the world. By strengthening the coordination with the academic community, DESA will become an equal partner with the academic experience. By extending and connecting the full student experience, we will give our students something memorable. Our efforts will help drive all students forward to graduation and success. We will offer programs and resources that matter to students. And we’ll build a truly vibrant residential campus. We are committed to creating an unmatched journey for our students that is energizing and transformational.

Sincerely,

Joffery Gaymon

Dr. Joffery Gaymon
Vice President, Enrollment and Student Affairs
Mission

The Division of Enrollment and Student Affairs is committed to supporting and guiding students through their Argo journey.

Vision

We aspire to create a vibrant and connected community where students succeed.

Values

While our strategic vision may change over time, our values remain constant. Our values embody who we are and what we do. Here at UWF, the Division of Enrollment and Student Affairs values:

• Caring
• Collaboration
• Creativity
• Entrepreneurship
• Inclusiveness
• Innovation

Areas of Distinction

• A forward-thinking comprehensive Division that links Enrollment Management with Student Affairs.
• Committed to creating a connected atmosphere that promotes a spirited community of learners.
• Supports data-informed decision-making.
• Values and rewards collegiality and best practices.
• Encourages collaboration between students, faculty, and staff.
• Focuses on providing exceptional customer service and meaningful experiences to all students.
• Values diversity and inclusion.
• Mentors and develops staff with knowledge, expertise, and a commitment to best practices.
• Assisting at-risk students with support services.
• Values innovation, creativity, and entrepreneurism.
The University of West Florida’s Strategic Plan for 2017-2022 builds upon the solid foundation of teaching, research and service established since we opened our doors in 1967. The plan is built on five strategic directions and highlights priorities for transformation and growth.

**Strategic Direction 1: Learner Centered and Focused**

1.1 Provide high-quality learning and co-curricular experiences that inspire students to become enlightened and engaged global citizens and successful professionals.

1.2 Align resources to deliver exceptional support services and learning opportunities that will ensure students have access, continuity, and success while earning degrees.

**Strategic Direction 2: Personnel Investment and Engagement**

2.1 Attract, retain, and develop high-quality diverse faculty and staff.

2.2 Recognize, reward, and celebrate faculty and staff for their contributions to student development, scholarly or professional achievements, community partnerships, and the university.

2.3 Embrace a culture of shared responsibility.

**Strategic Direction 3: Academic Programming, Scholarship, and Research**

3.1 Build programs of distinction that enhance UWF’s reputation for educational excellence.

3.2 Develop and retain a culture that supports research and creativity.

3.3 Augment and invest in academic and research programs that meet professional, personal, scholastic, and workforce needs.

3.4 Optimize internal and external support to promote teaching and learning activities, service, research, strategic innovation, and other scholarly works.

**Strategic Direction 4: Community and Economic Engagement**

4.1 Strengthen and expand partnerships that amplify UWF’s impact and visibility in the community as an educational, cultural, and economic center.

4.2 Enhance the region’s education, economy, culture, health, and well-being through endeavors beyond campus borders.

4.3 Inspire partnerships that develop a pathway to employment for UWF students and graduates and imbue the community with value for UWF as a good neighbor.

**Strategic Direction 5: Infrastructure**

5.1 Promote UWF’s properties as desirable destinations for educational, cultural, professional, and personal activities.

5.2 Invest in and steward UWF’s natural, technical, intellectual, and physical infrastructure.
The Division of Enrollment and Student Affairs 2018-2022 Strategic Plan aligns with the University of West Florida’s strategic directions and includes seven areas of priority. Although every department within the division is not named specifically, each department has a role in contributing to the completion of one or more priorities.

1. Be a leader in enrollment and student affairs practices that increase student recruitment and persistence.  
   SD 1.1, 1.2

2. Deliver innovative student life programs and high-quality service that support student success and engagement.  
   SD 1.1, 1.2

3. Enrich the learning environment by strengthening the coordination with the academic community.  
   SD 1.1, 1.2, 3.4

4. Utilize technology to increase student engagement and deliver exceptional services.  
   SD 1.1, 1.2, 5.2

5. Promote destination UWF.  
   SD 1.1, 1.2, 5.1

6. Identify alternative sources that generate revenue.  
   SD 1.1, 1.2, 5.1, 5.2

7. Cultivate and retain highly qualified staff.  
   SD 1.1, 1.2, 2.1, 2.2, 2.3
1.1 Develop a Strategic Enrollment and Student Success Plan.

1.2 Require all units to develop measurable goals that support the State University System Performance Based Funding Metrics, retention, and student success efforts.

1.3 Enhance financial aid by offering awards based on criteria beyond academic merit, including leadership, community service and civic engagement.
   1.3.1 Increase ‘leadership’ scholarships for students active in high school including band, yearbook, class presidents, etc.
   1.3.2 Provide need-based financial aid for undergraduate students with young children to offset the cost of on-campus childcare.
   1.3.3 Continue to provide retention and graduation grants for targeted populations: Emergency Grant, Student Success Grant and the Senior Graduation Grant.
   1.3.4 Implement the Fraternity and Sorority Life (FSL) scholarship program to support student engagement in FSL organizations.

1.4 Revise and expand academic policies to promote degree completion and student success.

1.5 Continue to grow the Corporate Work-Study program. Identify other corporate partners for potential work-study opportunities.

1.6 Increase the number of on-campus student employment opportunities throughout the Division.

1.7 Cultivate a vibrant residential campus community.
   1.7.1 Develop a two-year residential program targeted at increasing the retention of first-year and second-year students.
   1.7.2 Enhance the marketing of the on-campus living experience.
   1.7.3 Intentionally increase Living Learning Community (LLC) inventory.

1.8 Streamline key administrative processes and communicate them consistently within the Division.
2.1 Develop and implement a strategic plan for student involvement focused on student engagement, expanding and solidifying traditions, enhancing the Fraternity and Sorority Life experience, and increasing community service programming.

2.1.1 Develop an experiential transcript that displays students’ co-curricular experiences at UWF.

2.1.2 Promote the imPACT involvement framework to foster meaningful co-curricular involvement.

2.1.3 Implement innovative Fraternity and Sorority Life (FSL) initiatives.

2.1.4 Provide personal, professional, and leadership development opportunities for student leaders involved in signature programs: Student Government Association (SGA), Argo Camp, etc.

2.1.5 Relaunch the Undergraduate Board Fellows Program.

2.1.6 Create an “Extended Orientation” experience for new first-time in college students.

2.1.7 Collaborate with the Division of Academic Engagement to continue to develop programs that target students at risk.

2.1.8 Promote a positive and supportive campus community and culture of care.

2.1.9 Develop and revise policies that encourage responsible actions.

2.2 Develop a campus-wide healthy campus initiative.

2.2.1 Use data to determine priority health needs and programming priorities including outreach, campaigns, programs, online resources and events.

2.2.2 Develop, market, and implement a training program designed to identify and help students who are experiencing personal difficulties.

2.2.3 Expand the Peer Education program as an intentional retention and persistence effort.

2.2.4 Continue to provide interpersonal violence and alcohol misuse, abuse online prevention program to UWF students.

2.2.5 Develop a plan to expand and enhance counseling services.

2.2.6 Hire additional counselors to improve student mental and behavioral health coverage and expand services.

2.2.7 Continue to support and expand the Argo Pantry.

2.3 Continue to enhance space on campus, including social, recreational, and study space.

2.3.1 Enhance the University Commons by designing intentional spaces for both residential and commuter students.

2.3.2 Develop renovation/repurpose projects to create collaborative workspaces for students.

2.4 Develop marketing campaigns to promote recreational, athletic, and social events on campus.
3.1 Oversee the administration of the National Survey of Student Engagement (NSSE) and increase the survey response rate.

3.1.1 Collaborate with the Divisions of Academic Affairs and Academic Engagement, Center for University Teaching, Learning, and Assessment (CUTLA), and the department of Accreditation, Strategic Planning, and Institutional Reporting & Effectiveness (ASPIRE) on the dissemination of annual NSSE results campus-wide.

3.2 Increase faculty participation in student involvement programs.

3.3 Intentionally support departments throughout the Division that are selected as internship placement sites for key academic programs.

3.4 Support cooperative efforts between Student Health Center and the Usha Kundu, MD, College of Health, and Florida State University (FSU) medicine.

3.4.1 Provide opportunities for senior-level clinical rotations.

3.4.2 Share National College Health Data with faculty to further their research and publication opportunities.
4.1 Collaborate with Education Advisory Board (EAB) to purchase the Student Success Collaborative (SSC Campus) Guide in order to maximize persistence and engagement.

4.2 Implement innovative platforms to communicate with prospective and current students, such as, ZeeMee Community, AdmitHub artificial intelligence text messaging and SSC Campus Guide.

4.3 Collaborate with the Department of Information Technology Services to develop an Engagement App that monitors and tracks engagement and identifies when a student is at risk.

4.4 Incorporate more student involvement and campus life resources and processes into the campus engagement platform.

4.5 Enhance the new student enrollment process.
   4.5.1 Create “Next Steps” app for each new student population in my.uwf.edu. Technology will include real-time updates.

4.6 More closely integrate the Housing Contract into the Admissions process through financial aid packaging, linking the housing contract in the next steps checklist and adding reminders to Orientation and Admissions processes to create a new norm for students to live on campus.

4.7 Continue to improve internet service throughout Housing & Residence Life properties. (i.e., bandwidth shaping, seahorse, new access points, improving wiring)

4.8 Redesign or refurbish current spaces within the University Commons with upgraded technology to meet customer expectations.

4.9 Install and roll out training for EMS Web to support University Common’s customer relations management with on and off campus clients.

4.10 Streamline the entrance process at the Health, Leisure, & Sports (HLS) Facility service desk and aquatics center.
5.1 Increase the Conference and Camp collaboration with Continuing Education, Colleges and Departments, University Commons and Event Services, Department of Recreation, Sports and Wellness, Housing and Residence Life, and Dining Services partners.

5.1 Promote Recreation, Sports, and Wellness Services facilities for special events.

5.2 Enhance guest-housing opportunities throughout the year.

5.3 Support the Division of Finance and Administration to survey the biking trails and seek EPIC status, improve the trails (hiking and biking) and utilize the existing bike shop as a resource on weekends.

6.1 Collaborate with the Division of University Advancement to strengthen donor relations and secure foundation opportunities throughout the Division.

6.2 Develop a strategic plan to increase grant-funding opportunities to enhance student support services and advance new initiatives.

6.3 Develop capacity to increase revenue-generating activities through the Facilities Rental Program and Recreation, Sports, and Wellness Services.

6.3.1 Promote Conference and Event Services and Recreation, Sports, and Wellness Services through marketing and advertising.

6.3.2 Promote Conference and Event Services and Recreation, Sports, and Wellness Services to students, faculty, staff, and alumni with discounts provided for personal use.

6.4 Explore and evaluate part-time enrollment options and extended hours for the Childcare Center.

6.5 Explore and evaluate expanding Student Health Center (SHC) services to UWF employees, and explore rental space in SHC to other healthcare providers, example minute clinic. Options should include after hours.

Identify alternative sources that generate revenue.
7.1 Provide professional development and training opportunities for all Division employees.

7.2 Develop and implement a DESA core values based new employee onboarding program.
   7.1.1 Develop an onboarding program for student employees, including graduate and work-study students.
   7.1.2 Develop student-employee career skills focused on key learning outcomes: leadership, teamwork, professionalism, multicultural competence, communication, and industry specific skills.

7.3 Conduct a salary study and develop consistent pay scales for employees throughout the Division.