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Dear Friends and Colleagues,

For over 250 years, Rutgers–New Brunswick has been serving students on the banks of the Raritan River. Throughout its existence, the Division of Student Affairs has sought to be a leader in providing support, programs, and initiatives for Scarlet Knights. While we are proud of all that we have accomplished, we know that together we can continue to enhance the student experience by fostering a learning environment that enables them to thrive, and become engaged world citizens. With that passion for our students in mind, we crafted this strategic plan.

In January 2015, we initiated a division-wide strategic planning process, to define our future and align our goals with the Rutgers-New Brunswick Strategic Plan. With the assistance of the Strategic Planning Committee and input from the entire Division of Student Affairs, I am pleased to share our new mission, vision, and core values that reflect what we do and how we do it. Our strategic areas and initiatives are outlined and articulated, providing a distinct roadmap for our work. In addition, we have reorganized ourselves to create synergy and collaborative partnerships throughout the Division.

While this new strategic plan gives us common language to frame our work, know that we remain relentlessly focused on the needs, and growth & development of our students – thus our tagline: “There’s a U in Rutgers.” This tagline conveys to students how much they matter to Rutgers.

This document contains the Division of Student Affairs Strategic Plan 2016-2020. I am confident it provides the cornerstone to guide our Division through the next four years, helping us make mission-driven decisions that align with our priorities. This framework will enable us to create and maintain a transformational learning environment that serves Scarlet Knights long into the future.

In service,

Dr. Felicia E. McGinty
Vice Chancellor for Student Affairs
Vision
Cultivating transformative experiences that challenge students to be their best at Rutgers and beyond.

Mission
With students at the heart of all that we do, the Division of Student Affairs creates innovative learning opportunities, programs, and services that prepare students to lead, serve, and become engaged members of a global society.

Core Values

Students and Community
We are committed to creating a community that encourages and practices civility, compassion and care for others. We understand that how we work and provide services directly impacts the student experience. We therefore strive to work together to create connections and relationships that help us respond to the needs of our students.

Inclusion
We foster the development and preservation of an inclusive community characterized by cultural understanding and student engagement. We are committed to the recruitment and retention of a diverse staff that reflects the students we serve and are dedicated to providing intentional experiences where students learn from each other.

Learning
As educators, we understand that learning occurs both inside and outside the classroom. We facilitate a supportive campus environment that contributes to student learning and personal development. Additionally, we seek to inspire students to be engaged citizens within the Rutgers community and beyond.

Integrity
We believe that staff members must uphold the highest standards and principles. Ethics and integrity are characterized by trust and respect for each other, collaborative decision-making, appropriate use of University resources, service to students, and the utilization of best practices within the field of student affairs and higher education.

Tradition and Pride
We believe that our history, institutional pride and university traditions foster shared experiences, connections, and contribute to life-long memories and affinity with Rutgers.
STRATEGIC AREAS AND INITIATIVES

Our strategic areas reflect the essential components of the student experience at Rutgers. They allow us to intentionally align our priorities and resources in service to students and organizational success. Staff are encouraged and expected to contribute collaboratively within and across the strategic areas. Specific initiatives have been identified as priorities for 2016-2020.

HEALTH AND WELLNESS

Health and wellness are fundamental to student success. We promote and nurture holistic health and wellness in our students and within the broader campus community. We provide and support initiatives that connect health and wellness to the academic and personal achievements of our students.

i1: Develop and implement a comprehensive, sustainable and evidenced-based harm reduction plan for alcohol and substance use on campus.

i2: Promote mental health awareness, decrease stigma, and provide appropriate support and resources for students with mental health needs.

i3: Promote programs throughout campus to advance wellness and a balance between academic and work excellence while striving for a life-long commitment to healthy living.
CAMPUS COMMUNITY

Community is the bedrock from which students can maximize the opportunities and education that Rutgers offers. It is essential for students to feel welcomed, included, supported, and celebrated. We have a collective responsibility to work with partners, especially students, to cultivate a spirit of community.

i1: Develop and implement a series of programs and educational interventions that focus on personal and community safety leading to students being aware of safety-related resources and actions to keep themselves safe on and off-campus.

i2: Develop and implement a sexual violence awareness campaign to increase an on-going awareness and use of resources, reporting mechanisms, and intervention strategies to change campus culture and individual attitudes towards sexual violence.

i3: Increase cooperation, collaboration, programming, and innovation across Student Affairs to address issues of inclusion. Helping to identify administrative, programmatic, and community needs that cannot be met by individual efforts.

i4: Conduct a campus climate assessment to determine how students feel about issues of community and inclusion at Rutgers leading to the development of programmatic initiatives that will contribute to foster a sense of belonging and connection to the university community.

i5: Develop a capital improvement plan to guide the enhancement of Student Affairs facilities to foster greater student engagement, campus pride and community.
Student engagement is the foundation of student learning. When students are inspired to actively participate they broaden their perspectives and explore their full potential. Through transformative and intentional experiences, students have the opportunity to examine new ideas and differing points of view, forge new friendships, challenge assumptions, discover their leadership style, think critically, and develop essential skills. When students are fully and actively engaged, they become proud, well-rounded citizens of the Rutgers community, now and in the future.

\textbf{i1:} Educate students about the opportunities for engagement at Rutgers University-New Brunswick, with specific focus on departments within Student Affairs.

\textbf{i2:} Develop intentional programs and services that facilitate student learning and competency development to prepare students for post-graduation success.

\textbf{i3:} Promote Scarlet Knight pride and engagement by fostering a commitment to citizenship, community, care, and civility.
STUDENT ADVOCACY

Students are at the heart of all we do. We foster an environment where all students feel valued, supported, empowered and challenged. Effective advocacy holds students accountable for their actions and behaviors while facilitating a culture of respect and care for individuals, and the Rutgers community.

**i1:** Create and develop systems and processes that support and nurture students through crisis and critical incidents.

**i2:** Provide opportunities that challenge students and make them more aware of their responsibilities as members of a greater community.

**i3:** Train and educate staff to assist students regarding their rights and available resources in order to help students create a sense of self-reliance, resiliency and self-discovery.

**i4:** Identify and improve processes, services, and resources to meet the unique needs of graduate students.
ORGANIZATIONAL DEVELOPMENT

A healthy, responsive, and productive organization provides the foundation for effective program and service delivery. We are committed to investing time, energy, and resources in key operational areas to fully develop the Division’s capacity for positively shaping the Rutgers student experience and the work experience of our employees.

**i1:** Create a communications plan that will help us consistently and most effectively disseminate accurate and timely information to appropriate parties.

**i2:** Implement a comprehensive professional development program to ensure all staff members have the skills and perspectives to serve students well and excel professionally.

**i3:** Cultivate an evidence-based and outcomes-driven culture that leverages data to inform decisions and practice.

**i4:** Develop a fund raising plan for Student Affairs focusing on students, parents, alumni, friends, and corporate and non-profit organizations.

**i5:** Develop an annual budgeting process that is transparent and allocates financial resources to address student needs and fulfill divisional priorities.

**i6:** Centralize human resource functions to ensure consistency, quality of services, and compliance with university and division-wide policies and procedures for all employees, including students.
DIVISION OF STUDENT AFFAIRS

- Asian American Cultural Center
- Center For Latino Arts and Culture
- Center For Social Justice Education and LGBT Communities
- Counseling, ADAP & Psychiatric Services
- Dean of Students
- Dining Services
- Fraternity and Sorority Affairs
- Health Outreach, Promotion and Education
- Health Services
- Leadership and Experiential Learning
- Major Events and Programs
- Marketing and Communications
- New Student Orientation and Family Programs
- Off-Campus Living and Community Partnerships
- Office For Violence Prevention and Victim Assistance
- Paul Robeson Cultural Center
- Recreation
- Residence Life
- Student Affairs Business Office
- Student Affairs Compliance
- Student Centers and Student Involvement
- Student Conduct
- Student Legal Services

STRATEGIC PLANNING COMMITTEE

Anne Newman, Assistant Vice Chancellor and Dean of Students, Co-Chair
Elizabeth O’Connell-Ganges, Assistant Vice Chancellor for Student Engagement, Co-Chair
Neela Patel, Student Centers
Ji Lee, Asian American Cultural Center
Deborah Johnson, Student Health Services
Jennifer Simon, Major Events and Programs
Karima Woodyard, Residence Life
Bill O’Brien, Residence Life

Paul Fischbach, Recreation
Ariel Leget, Residence Life
Nadia Raza, Office of the Vice Chancellor
Alexis Lerner, Student Affairs Business Office
Halston Fleming, Dean of Students
Melissa Backus, Student Conduct
Brady Root, Violence Prevention and Victim Assistance
Ganesh Waran, Recreation