VISION
Student Affairs will lead RIT in developing a deeply engaged student community.

MISSION
The Division of Student Affairs is dedicated to the delivery of a highly effective, multi-faceted, comprehensive portfolio of services and programs to engage, support, and develop students through innovative and agile services. Programs and services span the entire student experience in order to provide the tools and knowledge necessary for success and leadership in a diverse and global society.

VALUES
As an integral part of the RIT community, members of the Division of Student Affairs value and support:
- A student-centered environment;
- Innovative learning communities in and out of the classroom;
- Mutual respect, diversity and inclusion for local and global societies;
- Personal and professional development;
- Teamwork and collaboration.
Engage students to deepen learning and success

Students who engage with their college community benefit from a host of positive outcomes, including high rates of college completion; enhanced critical-thinking, problem-solving, communication skills, and an increased sense of belonging. The Division of Student Affairs supports the concept that an engaged student is a successful student; accordingly, energies are directed at creating conditions that deepen involvement and learning.

- Objective 1.1: Communicate the value of engagement and the existing opportunities for all students with an additional and intentional focus on populations with identified risk.
- Objective 1.2: Improve the sense of belonging of all students by partnering with students from key demographic groups to identify and remove barriers to engagement.
- Objective 1.3: Explore the feasibility of creating, implementing, and assessing systems which promote opportunities to plan, track and share engagement experiences.
Support students to build resiliency

Students with the ability to recognize, face, and manage challenges are more resilient and better equipped to navigate today’s changing world. The Division of Student Affairs provides programs and services that support the development of self-awareness and a resilient mindset, positioning students to successfully navigate transitions into, through and beyond college.

- **Objective 2.1**: Enhance knowledge of scholarship on resiliency, develop a common framework and language, and extend skills for engaging in educational dialogues by establishing communities of learning for division staff and paraprofessionals.

- **Objective 2.2**: Fortify campus support systems by examining existing programs and services using a common framework of resiliency to determine strengths and gaps in direct support, peer to peer systems and partnership opportunities.

- **Objective 2.3**: Expand community support for students through enhanced communication and collaboration with parents and families, faculty and staff outside of Student Affairs, and other regional professionals and service providers.
Develop students’ skills for success

Students who engage in learning opportunities to develop as T-shaped professionals are more likely to be successful contributors in their future careers and communities. The Division of Student Affairs is at the forefront of the strategic efforts to create an educational environment leading to on-time graduation of students who have developed skills and expertise in a specific field as well as the ability to collaborate and apply knowledge across disciplines with experts in other areas.

- Objective 3.1: Establish and market recognized pathways for the development of professional competencies through experimental and learning opportunities.
- Objective 3.2: Collaborate with University partners to provide students with methods for the demonstration, evaluation, and articulation of professional competencies.
- Objective 3.3: Collaborate with University partners to provide students with clear policies, practices, and programs that support on-time graduation.
Innovate through good stewardship and continuous improvement

Organizations that are committed to the development of innovative practices that facilitate and encourage new ideas in a culture of positive change are positioned to respond effectively to internal and external dynamics and opportunities. The Division of Student Affairs will continue to operate as a mission-centered and agile organization through the effective alignment, allocation, assessment and management of resources.

Objective 4.1: Execute an effective operating plan for the management of existing fiscal, technological and facility resources in support of student success through an intentional and targeted continuous improvement taskforce.

Objective 4.2: Align division job descriptions and professional development plans with unit, division and university strategic and operational goals. Develop protocols for continuous review of these documents including mapping of individual outcomes with ongoing unit level assessment and resource allocation for training and professional development.

Objective 4.3: Promote good stewardship of university resources through increased cross-unit communication and collaboration, identification and reduction of duplicated efforts, and effective use of both centralized and decentralized platforms for marketing of program services.
Engage Definition

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Support Definition

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T-Shaped Individuals

A concept developed to describe people who possess the skills and competencies necessary for success in a rapidly changing global workplace and community. The vertical stem(s) of the T highlight(s) the importance of in-depth specialized knowledge in a discipline (e.g., engineering) as well as a system (e.g., transportation). The horizontal crossbar refers to complementary professional skills and competencies such as critical thinking, ethical reasoning, teamwork, innovation/creativity, communication, and effectiveness in a diverse environment. (adapted from Career Success Starts with a “T”, 2012)

On-Time Graduation

On-Time Graduation is defined as degree completion according to the expected years as outlined in the University Bulletin and as registered with New York State Education Department. Four year programs will be completed in four years. Five year programs will be completed in five years. (quoted from the Student Success Steering Committee’s report, “On-Time Graduation: Path Forward”)
Organizational Agility

Organizational agility is the ability to make data-driven decisions based on continually updated real-time information streams; to move at least as quickly as the drivers of technology, science, and the global economy; to reorganize as necessary in preparation for or response to internal and external contexts and opportunities, and to remain flexible in philosophy and actions, establishing sustainable practices that ensure continuity and compliance through continual improvement, cross-divisional collaboration and procedural education. (adapted from Greatness through Difference, RIT Strategic Plan 2015-2025)
Engage Team

Co-Chairs: Dawn Soufleris and Shawna Lusk

Members: Joe Johnston
         Eric Pope
         Amy Fisher
         Ericka Smith-Schubart
         Christie Dobson
         Brittany Bowhall
         Dawn Herman
         Dave Stevens
         Chris Henry Hinesley
         Phyllis Walker
Support Team

Co-Chairs: Laurie Ackles, Wendy Gelbard, David Reetz

Members:  Rob Eckhardt
          Alyson Jones
          Sharon Kompalla-Porter
          Chelsea Petree
          Donna Rubin
          Cha Ron Sattler
          Shelley Zoeke
Develop Team

Co-Chairs: Kerry Foxx and Heath Boice-Pardee

Members:  Jodi Boita
         Amanda Metzger
         Dan Hickey
         Tarra Ogissanti
         Colette Shaw
         Darci Lane-Williams
         Carrie McDowell
Innovate Team

Co-Chairs: Jessica Ecock and Shelly Cicero

Members: Sara Bayerl
          Pam Bernardi
          Tammy Brongo
          Jeff Cox
          Jennifer Maltby
          Greg Moss
          Chelsea Sims
          John Weas