



University of South Florida Division of Student Affairs Professional Development Plan

December, 2011

Student Affairs Professional Development Plan

Introduction

The Division of Student Affairs is committed to developing the knowledge and skills of our team members. We value the education and career development of each employee and believe professional development is essential to promoting a standard of excellence within a learning organization. Student Affairs is an integral part of the divisional and institutional mission and must therefore, focus on continued development of team members to ensure intentional preparation for the work of Student Affairs. The professional development process includes formal and informal learning strategies for professional and personal growth. Through professional development knowledge is shared, skills are expanded, new thinking and ideas are stimulated and models of cooperation and collaboration are provided that strengthen the community. Professional development is a life-long commitment that includes development of skills at varying levels and at different stages throughout the career path.

Rationale

During the past year, Student Affairs has embarked upon exploring the professional development needs within the division. According to the Student Affairs Strategic Plan, Goal 1 Organizational Integrity - To be an accountable, credible, and sustainable organization where practices are aligned with our vision, mission and values; Strategy 1.2: Recruit, retain and develop outstanding staff members based on nationally accepted standards to ensure alignment with University service and quality standards in alignment with the University of South Florida's Strategic Plan Goal 4 - Enhancing all sources of revenue, and maximizing effectiveness in business practices and financial management to establish a strong and sustainable economic base in support of USF's growth; Strategy 2: Promote and sustain a positive working environment, significantly improve service quality, and improve staff support through providing competitive salary structures, expanding professional development opportunities, and building cross-functional teams, the Division has taken a close look at the budgetary mandates, needs of the professionals within the division and have intentionally made professional development a strategic priority. Therefore, the Student Affairs Professional Development plan was created.

Professional Development Process

In developing a Professional Development Plan, the Division of Student Affairs created a professional development survey to assess how the division can best help team members achieve their professional and personal goals. The Student Affairs Professional Development Survey was sent to 271 Student Affairs team members, to include Administration, Staff, Other Personnel Services, and Graduate Assistants, of which 152 employees participated in the survey.

In addition to the survey, the Executive Leadership Team (E-Team) was asked to give feedback on areas they felt the division needed further training. Also, the Student Affairs Leadership Team (SALT) was given a handout listing several strategic topics and was asked to prioritize and determine which topics needed to be considered for SALT Strategic Meetings, SALT Retreats or professional development.

Purpose of the Development Plan

The Student Affairs Professional Development Plan provides targeted opportunities for professional growth while enhancing student preparation for life learning. The comprehensive programs will be designed to provide necessary skill development and professional resources that engender personal and professional growth, address staff needs, campus concerns and national trends and issues. The Student Affairs Professional Development Plan will:

- Provide a road map for learning forward
- Increase knowledge and enhance skills
- Assist in the retention of valued employees
- Build staff confidence and competence
- Stimulate systematic thinking and approaches
- Create a working vision for the staff
- Offer a method for providing rewards and incentives
- Motivate the team to increase effectiveness and efficiency
- Help team remain focused on the work of Student Affairs

The Student Affairs Professional Development Plan will include the following areas: Career Mentoring, Divisional Meetings, Individual Development Plan, In-Service Training/Monthly Workshops, New Employee Orientation, Professional Development Retreats, Student Affairs Blog, and Team Building. The Division will also inform team members of opportunities that are being presented by USF Human Resources relating to professional development training.

Career Mentoring

Career Mentoring programs are vital in any work setting and can be recognized as an essential strategy for attracting, developing, and retaining top employees. The career mentoring program will be an informal group of Student Affairs professionals willing to commit to the professional growth and development of the mentee. Career Mentoring can help employees obtain a clear vision on career desires and goals; provide a structured program and a system of accountability; identify and eliminate unnecessary obstacles; assist in the development of long-term career planning and management; provide coaching through the stages of networking, interviewing and negotiating; and help provide tools and resources to assist in optimal career success. This program will focus on the development in the profession of Student Affairs, not necessarily a particular position; and will incorporate both individual mentoring, as well as group mentoring sessions.

Divisional Meetings

Divisional Meetings provide an opportunity for team members to learn about university and divisional updates, strategies, goals, new initiatives, specific areas of focus, and local and national trends impacting the work of Student Affairs.

Individual Development Plan

An Individual Development Plan (IDP) is an informal document that identifies an individual's learning and developmental goals. Together, the director/manager/supervisor and the individual will develop the IDP. This plan should contain training, education, and development activities (formal and informal) to acquire the competencies needed to meet the IDP goals. The purpose of the IDP is to:

- Identify and assess future developmental needs in required competency areas.

- Provide structured learning experiences linked to organizational needs, goals, and job requirements.
- Establish an agreed-upon set of learning objectives and developmental activities as part of a formal career development program.

In-Service Training/Monthly Workshops

Professional Development opportunities will be available to all Student Affairs team members and will be presented in various formats. These sessions will provide employees with opportunities to enhance their skills, to be introduced to areas for future growth. Based on the most current and cutting edge information, these sessions will typically be shorter meeting sessions with dialogue and practical application.

New Employee Orientation

All new employees, including graduate assistants, working in the Division of Student Affairs will be required to attend the Student Affairs New Employee Orientation. The New Employee Orientation will be sponsored by Student Affairs Shared Services Center (SASSC) Human Resources. This program is designed to acclimate new employees to Regulations, Policies and Procedures, Guidelines, protocol and culture of the University of South Florida and the Division of Student Affairs.

Retreats& Conferences

Team members will be invited to professional development retreats throughout the year. These retreats will take place in various settings with the Executive Leadership Team, Student Affairs Leadership Team, Administration and Staff members. Some benefits of professional development retreats are listed below:

- Acquire new skills and knowledge
- Address and resolve current issues
- Enhance existing skills and knowledge
- Identify and integrate personal values and principles into one's work
- Increased morale, cohesion and team commitment
- Leveraging training resources
- Long range planning
- Personal growth from industry experts
- Team building and team enhancement

Student Affairs Blog

Maintaining a blog will allow team members to express varying points of view and offer advice and insight within a specific area of expertise on a consistent basis. As a professional, creating and maintaining a blog can be a beneficial and inexpensive extension to continued development. A well-kept blog can be filled with information pertaining to professional development subject matter. The information on the blog is going to be far more detailed than the Student Affairs web site which can help to further educate team members on specific content matter.

Student Affairs Leadership Institute

The Student Affairs Leadership Institute is a yearlong program that will offer directed leadership development opportunities with specific tracks for New, Mid-level and Senior Professionals.

New Professionals

Through a variety of sessions, New Professionals will (1) be introduced strategies on how to most effectively navigate the university; (2) explore leadership best practices most useful to new professionals; (3) learn how to build relationships with their supervisors and colleagues; (4) review various case studies to give them greater insight into the work of Student Affairs.

The Student Affairs Leadership Institute will achieve the following outcomes for the New Professionals:

- Assist new professionals in the development of their careers.
- Enhance their confidence in their professional role.
- Obtain skills to be successful professionals.
- Understand their role and the complexity of Student Affairs in a university.
- Understand their role in the system and how to effect change.
- Meet Student Affairs leadership and learn from experts in their fields.
- Network with other new professionals in Student Affairs.

Mid and Senior Level Professionals

Mid and Senior Level Professionals will be offered an intensive learning experience that will enhance and further develop skills needed for continued growth in the profession. Through various sessions, these professionals will (1) gain a greater understanding of what distinguishes them in the profession; (2) recognize what is needed for growth into higher-level management positions; (3) learn how to create new paths and opportunities; and (4) gain insight on how to manage themselves and the ones they lead.

The Student Affairs Leadership Institute will achieve the following outcomes for the Mid and Senior Level Professionals:

- Stimulate current professionals to plan for their future careers in Student Affairs.
- Obtain a great understanding of Student Affairs' role in university operations.
- Gain valuable knowledge & skills needed for future leadership roles in Student Affairs.
- Learn strategies for thinking creatively and innovatively.
- Gain an understanding of university politics.
- Network to develop a cohort of fellow mid-level professionals.
- Meet Student Affairs and University leadership and learn from experts in their fields.

Team Development

In a team-oriented environment, everyone contributes to the overall success of the Division. Working with fellow colleagues within the organization will produce these results. Even though each individual has a specific job function and belong to a specific department, each team member is unified with other divisional team members to accomplish the overall objectives. These objectives can only be achieved when there is an effective intact team that is established to accomplish these set goals.

While working to ensure there are successful team development initiatives that will continue to create an effective and focused work team, several areas should be taken into consideration. Some of these areas may include:

Clarity of Expectations – leadership must clearly communicate its expectations for the team's performance and expected outcomes.

Content – team members must have a clear understanding of their role as a part of the team. Team members must understand how the strategy of using teams will help the division attain its communicated goals.

Commitment – team members must want to be an active participant within the Division. Team members must perceive their service as valuable not only to the organization but also to their individual careers.

Competence – the team must be confident that its members have the knowledge, skills and capability to address the issues for which the team was established.

Collaboration – the team must work together collaboratively and effectively. The team must be able to approach problem solving, process improvement, goal setting and measurement together.

Communication - team members must be clear about the priority of their tasks and areas of responsibility. There should be an established method for the team to give and receive honest performance based input and feedback.

Creativity and Innovation – in order for the division to continue to grow, team members must be able to embrace change.

Culture – the division should plan for how it rewards, recognizes, appraises, hires, develops, motivates and manages the people it employs.

Programmatic Needs

Based on feedback received from the Professional Development Survey, feedback from the Executive Leadership and Student Affairs Leadership Teams, the following areas came forth as additional needs for the entire division. The areas that will be addressed are listed below. The specific training workshops under the varied topics below were revealed from various sources (Student Affairs Professional Development Survey, Student Affairs Leadership Team Survey, E-Team Assessment on Divisional Needs). The comprehensive list below is the information the committee will use to address the programmatic structure of the Professional Development Plan.

Assessments	Budgeting	Career Planning
Cultural Awareness/Events	Customer Service	Disability Awareness
Diversity	Educational Goals	Emergency Management
Ethics & Leadership	Event Planning	Facilities Planning
Fundraising	Globalization	Grant Writing
Human Resources	International Students	Living Learning Communities
Marketing & Communications	Mentoring	Multiculturalism
Political Environments	Process Improvement	Risk Management
State Legislation	Strategic Initiatives	Student Development Theories
Student Success	Technology	Work of Student Affairs
Time Management	Transfer Students	Understanding Today's Student
Wellness	Work Life Balance	Workplace Environment

Assessments

- Using Direct Methods in Departmental Assessment Plans
- Design and Utilize Practical Assessment Strategies
- Plan and Write Need Based Goals and Objectives for a Department
- Professional Writing and Research

Budgeting

- Basic Overview in Accounting
- Understanding the Budgeting Process
- USF Budget/Fiscal System
- Managing Funds Resourcefully

Career Planning

- Behavioral Interviewing Tactics
- Coaching
- Existing Professional Opportunities
- Making the Most of One-on-One Meetings
- Managing Your Career
- Participation/Attendance at National and Regional Conferences
- Pursuing Educational Goals
- Supervising New Employees
- Understanding Different Styles at Work: Learning, Communication and Emotions
- Understanding Political Environments

Cultural Awareness

- Events
- Campus Speakers
- Educational, Informational Movies
- Plays
- Festivals
- Transformative Learning

Customer Service

- Creating Customer Service Culture
- Enhanced Customer Service Techniques
- Exemplary Customer Service
- Psychological First Aid
- Successful Communication

Disability Awareness

Educational Goals

Emergency Management

- Crisis Management
- Risk and Liability
- Risk Management

Ethics & Leadership

- Applying Ethical Standards to Your Work
- Ethics and Leadership

- How to Work with Your Staff in Seeing the Big Picture
- Leading Empowered Teams
- Leading People and Achieving Results
- Managing Team Members at Different Levels and Different Commitments
- Supervising

Event Planning

Facilities Planning

- Managing Facilities Planning

Fundraising

- Fundraising for Departments and the Division

Globalization

- Understanding Globalization

Grant Writing

- Grant Writing
- Finding Grants

Human Resources

- Hiring Practices - From Recruitment to Evaluation
- Management
 - Dealing with Difficult People and Employees
 - Making Difficult Decisions
 - Managing Conflicts of Interests
 - Providing Conflict Resolution
- Organizational Skills
- Skill Development - Writing Better Reports
- Supervision
- Training & Development

International Students

- Cultural training
- International Student Support
- INTO USF
- Transformative Learning

Living Learning Communities

Marketing & Communications

- Effective Marketing
- Best Practices and Methods
- Technology and Social Media

Mentoring

- Career Mentoring
- Mentoring Junior Colleagues

Multiculturalism & Diversity

- Cultural Competency
- Cultural and Sexual Diversity

Political Environments

Process Improvement

- Process Improvement
- Resourcefulness

Risk Management

- Risk and Liability

State Legislation

- Understanding Relevant Legislation

Strategic Initiatives

- Strategic Planning – Philosophical Approach, Models, Strategies, Templates
- Strategic Planning & Thinking

Student Development Theories

- Emerging Student Development Theories

Student Success

- Today's College Students: Trends and Challenges

Technology

- Develop and Maintain Effective Websites
- Effective Presentations
- Effective Use of Technology
- Embracing Technology to Support Your Work
- How to do Top of the Line PowerPoint Presentations
- Managing Technology
- Microsoft Office Outlook
- Technology to Better Meet Students Needs
- The Modern Organizer - Getting the Most from Outlook, Better Methods for Managing Email, Tasks and Notes
- Useful Web Applications – Ning, Eyejot, Dropbox, Oovoo to Help us do our Work Better

Understanding Today's Student

- Veteran Students
- Transfer Students
- Commuter Students

The Work of Student Affairs

- Advancing the Profession Through your Work, Scholarship and Research
- Collaboration
- How to Fully Implement StrengthsQuest
- Leveraging New Technology to Enhance Customer Service
- Leveraging New Technology to Improve Morale
- Leveraging New Technology to Improve Productivity

- Maintaining a Balance with Professional Association Involvement
- Personal/Professional Development: Identifying Creative Strategies to Stay Current
- Student Affairs Trends
- Student Centeredness
- Student Development Context of the Work
- What Does it Mean to be a Divisional Leader?
- Working in a Fast Paced Environment

Time Management

- Better Time Management-Reducing Meetings and Getting Through Emails
- Managing Multiple Projects Effectively
- Organization 101: Time Management Strategies
- Overcoming Procrastination

Transfer Students

- Engaging Transfer Students

Wellness

- Assertive Communication: Don't Say "Yes" When You Want To Say "No"
- Benefits of exercise: Is it worth my time?
- Burning Fat: Don't believe the hype!
- Campus Connect Training- Preventing College Student Suicide
- Campus Crimes: Latest Trends
- Changing it up: Adding Variety to your Exercise Regimen
- College Drinking and Substance Use: What We Know
- Communicating with Challenging Students
- Coping with Stress through Relaxation and Meditation
- Core Concentration (learn about conditioning the core)
- Crossing Over (learn about functional training & cross training)
- Developing Healthy Work-Life Balance
- Do this, Not that: Learning Proper Exercise Technique
- Eat Smart, Live Smart
- Eight Keys to a Healthy Lifestyle
- Entertained and Exercising
- Exercise IS Medicine
- Exercise= Less Stress
- Family Fitness: Make it a Priority
- First Response Stress Management
- Fitness Basics: it's as easy as 1, 2, 3...
- Fitness Myth Busters
- Flexibility: The forgotten component of fitness
- Good Habits for Sleep Hygiene
- How do I get rid of this: Which exercise works what?
- How to Help a Student or Colleague Who is the Victim of Sexual or Domestic Violence
- Identify Theft: What it is and How to Avoid it
- Identifying and Supporting Students in Distress
- Mental Disorder/Recognition
- Overcoming Self-Defeating Thinking
- Perfectionism: The Doubled-Edged Sword
- Practical Steps for Managing Stress
- Seven Habits of Highly Effective People

- Sleepless At USF: Ways to Improve Your Sleep
- Staying Healthy in Flu Season
- The National College Health Assessment: What We Know About USF Students
- The Power of Choice: You Can Take Charge of Your Life!
- Understanding Hookah and Tobacco Use in Students
- Understanding the Impact of Using Dietary Supplements and Energy Drinks
- Update on the Status of College Student Mental Health

Work Life Balance

- Balancing Work and Personal Time
- Focus on You: Maintaining Healthy Balance
- Juggling Elephants
- Managing Me
- Managing Stress at Work and Home
- Self-Preservation: How to Identify Strategies to Avoid Burnout?

Workplace Environment

- Appreciative Inquiry
- Collaboration
- Creating a Positive Workplace
- Dealing with Coworker Conflict
- Healthy Communication Styles
- Healthy Relationship Styles
- Implement StrengthsQuest
- Leading Empowered Teams
- The Language of Leaders
- Working with Team to See Big Picture

Professional Development Plan Evaluation

A survey will be used to evaluate the various professional development opportunities presented to the team and a needs assessment questionnaire will be designed to assist the Professional Development Workgroup in planning and identifying staff development programs; to help in identifying divisional and institutional needs and to assist in ranking those needs; to help staff in identifying, developing, and meeting professional and personal goals; to identify training needs based on the goals of the division and institution; and to identify attitudes about changes in new services, skills, and technologies.

Professional Development Structure

A team of individuals from throughout the division will serve on the Professional Development Workgroup to evaluate the information received from various sources in the Division for the purpose of implementing the Professional Development Plan.

Professional Development Implementation Workgroup

The Professional Development Implementation Workgroup (PDIW) will be charged by the Vice President for Student Affairs. The workgroup will serve as a resource to the Action Teams and to the respective co-chairs of these established teams. The PDIW will assist with the management, planning and implementation of the plan.

Action Teams

Various Action Teams will be established and as further definition of the plan is achieved, ad hoc groups may be added. Current Action Teams identified are:

Career Mentoring
In-Service Training/Monthly Workshops
New Employee Orientation
Retreats & Conferences
Student Affairs Blog
Student Affairs Leadership Institute
Team Development

Each Action Team will have co-chairs and will work with their respective Implementation Workgroup liaison to determine team needs, plan sessions and implement the various components of the established workgroup.

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