



STUDENT AFFAIRS  
STRATEGIC  
**PLAN** | **2024**  
**2027**

**ENGAGE!**  
Cultivating An Engaged Student Experience  
— Division of Student Affairs Strategic Vision to 2027 —





**LEONARD E. CLEMONS**  
VICE PRESIDENT FOR STUDENT AFFAIRS



As vice president for Student Affairs, I am elated to present ENGAGE!, the 2024 - 2027 strategic plan for the Division of Student Affairs, as we seek to cultivate an engaged student experience.

With the goal of supporting Austin Peay State University's strategic vision, Experience Austin Peay, this inspiring pathway forward was developed from the hearts of student feedback and efforts of dedicated Student Affairs professionals in a wide-ranging collaborative fashion with a student-centered focus.

Our plan is guided by four goals – Engaged Experience, Community of Belongingness, Spirit of Wellbeing and Culture of Purpose and Success. The plan harnesses the strengths of our campus, replaces silos with collaboration, values community, elevates the importance of impact and captures the idea of a refreshed student experience – all important aspects as we embark closer to the centennial of Austin Peay State University in 2027.

As our students explore the curiosity of their future, develop connectedness to community, and accomplish their dreams, the Division of Student Affairs is committed to supporting their journey through the fulfillment of our strategic plan.

We are thankful to our strategic teams for their energy and dedication in crafting our steps forward as we offer a student experience to remember. Together, we will continue to make Austin Peay State University a university of choice.

A handwritten signature in black ink that reads "Leonard E. Clemons".

Leonard E. Clemons  
Vice President for Student Affairs





# ABOUT AUSTIN PEAY

APSU's main campus, located in downtown Clarksville, offers associate, bachelor's, master's and doctoral degrees as well as certificate programs. The University has approximately 10,000 students and more than 1,500 faculty and staff. In four years, APSU will celebrate its 100th anniversary.

APSU is a community-minded, comprehensive public institution committed to meeting the needs of Tennessee and the Southeastern United States. Faculty and staff provide excellent educational and co-curricular experiences through the quality of the academic programs, the innovative and caring approach of academic and student support services and the distinction of faculty – both in teaching and in scholarship and research. Austin Peay offers two doctoral degrees, the Ed.D. in educational leadership, and the Psy.D. in counseling psychology.

APSU is committed to supporting military-affiliated students. The University offers programs and student support services through the Austin Peay Center at Fort Campbell, as well as the downtown Newtown Military Family Resource Center - the state's largest college military student center. Austin Peay is the state's largest provider of higher education to military-affiliated students, serving as a Veterans Education Transition Support (VETS) Campus. APSU is one of only two institutions in Tennessee that hosts the VetSuccess on Campus (VSOC) program in collaboration with the U.S. Department of Veterans Affairs.

APSU predominantly serves students throughout Tennessee and the Southeastern region, and provides additional programming and services focusing on adult, first-generation, low socioeconomic, military, minority and high-performing students. The University houses the Center of Excellence for the Creative Arts and the Center of Excellence for Field Biology, as well as the state's first teacher residency program, which is also the first registered teacher apprenticeship program in the country.

The 78,000-square-foot Foy Fitness and Recreation Center offers an indoor climbing wall, group fitness classes, outdoor adventures, an indoor track, heated pool and more. A variety of campus dining locations, including a cafeteria, convenience stores, Starbucks and a food court with fast food options. Our 11 residence halls offer options ranging from modern-style accommodations to a limited number of private rooms.

APSU and the city of Clarksville recently celebrated the opening of the new 250,000-square-foot F&M Bank Arena, which is the new home to our men's and women's basketball teams. The newest addition to campus will be the 114,600-square-foot Health Professions Building, which will provide access to state-of-the-art labs and simulation environments allowing students to prepare for top health professions in the region. The new facility is slated to open before the Fall semester.

## ENGAGE!

Cultivating An Engaged Student Experience

— Division of Student Affairs Strategic Vision to 2027 —







## STUDENT AFFAIRS

# GUIDING

# PRINCIPLES

### OUR VISION

To inspire and transform the campus life experience of students through co-curricular engagement, building community and belongingness and supporting a healthy wellbeing as they achieve student success.

### OUR CORE VALUES

We are committed to fulfilling our vision through values that are student-centered, strengths-based and embody the best of Austin Peay State University.

#### Respect and Care

Lead our efforts with respect for and care of the entire campus community.

#### Be Engaged

Actively and collaboratively participate in the fostering of intellectual and social co-curricular experiences to enhance curiosity, engagement and increase the drive to learn.

#### Cultivate Belonging

Nurture a welcoming community that develops connections and a sense of belonging that supports the holistic growth and wellbeing of all.

#### Committed to Excellence

Be committed to high standards and robust development in the pursuit of fulfilling our vision.





# STRATEGIC PLAN INTRODUCTION

## PURPOSE

ENGAGE! will be a strategic vision for the Division of Student Affairs that seeks to:

- Contribute to achieving the University’s strategic vision - “Experience Austin Peay.”
- Create a new path to boost an engaging campus life and student experience.
- Inspire students as they experience development and pursue success.
- Reimagine a community of belongingness.
- Discover divisional core values.
- Develop the division of tomorrow.



### STUDENT AFFAIRS AT AUSTIN PEAY IS:

- |   |   |
|---|---|
| Adult, Nontraditional and Transfer Student Center | Housing, Residence Life and Dining Services             |
| Wilbur N. Daniel African American Cultural Center | Latino Community Resource Center                        |
| Career Services                                   | Student Affairs Assessment, Planning and Communications |
| Little Gobs Child Learning Center                 | Student Disability Resource Center                      |
| Community Care and Standards                      | Student Life and Engagement                             |
| Community Engagement and Sustainability           | Student Publications and Communications                 |
| Counseling and Health Services                    | University Recreation                                   |
| Fraternity and Sorority Affairs                   | Vice President for Student Affairs                      |



**9,945**  
STUDENTS ENROLLED

**11** RESIDENTIAL  
HALLS

**165** STUDENT  
ORGANIZATIONS

**65** DIVISION  
TEAM MEMBERS

**232** STUDENT WORKERS  
& GRADUATE  
ASSISTANTS

**881,151**  
TOTAL STUDENT AFFAIRS MANAGED FACILITIES BY SQUARE FEET





# ENGAGE!

Cultivating An Engaged Student Experience  
— Division of Student Affairs Strategic Vision to 2027 —

## OUR FOUR MAJOR GOALS

**1** ENGAGED EXPERIENCE

**2** COMMUNITY OF BELONGINGNESS

**3** SPIRIT OF WELLBEING

**4** CULTURE OF PURPOSE & SUCCESS

# STRATEGIC PRIORITIES





**ENGAGE!**

Cultivating An Engaged Student Experience

— Division of Student Affairs Strategic Vision to 2027 —

# 2023-27 GOALS & OBJECTIVES







# » GOALS & OBJECTIVES



## STRATEGIC GOAL 1 | Engaged Experience

Connect students with consistent and inspired co-curricular engagement as they experience development and pursue success.

### Objective 1.1 - Provide students with thriving and consistent engagement opportunities.

- Strategy 1.1A - Develop theoretically-based student engagement outcomes.
- Strategy 1.1B - Reimagine the Greek life and student organization experience.
- Strategy 1.1C - Cultivate cross-disciplinary collaborations to develop holistic experiences.
- Strategy 1.1D - Reduce barriers to student engagement.

### Objective 1.2 - Foster a dynamic and contemporary residential experience.

- Strategy 1.2A - Invigorate the co-curricular and programmatic residential experience.
- Strategy 1.2B - Design a new living-learning community structure and experience.
- Strategy 1.2C - Institute full-time professional residence hall directors.
- Strategy 1.2D - Review the reinstatement of family housing.

### Objective 1.3 - Enhance the career development experience.

- Strategy 1.3A - Implement a new career engagement platform.
- Strategy 1.3B - Expand the impact of external employer-based partnerships.
- Strategy 1.3C - Connect the student experience to career readiness competencies.
- Strategy 1.3D - Revitalize the on-campus student employment experience.

### Four-Year Transformations

- Significant increase in student engagement.
- Enhanced quality of residential living.
- Reduction in barriers for students to engage.
- Increased employer-student engagement.
- Boosted cross-divisional collaborative programs.
- Improved positive career outcomes and readiness.







**STRATEGIC GOAL 2 | Community of Belongingness**

Develop a student-centered community in which each person belongs, is cared for and contributes to nurturing its sustainability.

**Objective 2.1 - Create a welcoming environment for marginalized student communities.**

- Strategy 2.1A - Launch a task force to develop campus-wide belongingness strategies.
- Strategy 2.1B - Increase the campus community's knowledge on engagement practices.
- Strategy 2.1C - Explore the creation of a center to support the LGBTQIA+ student experience.
- Strategy 2.1D - Re-envision the support and service to transfer and commuter students.

**Objective 2.2 - Strengthen efforts to nurture a sustainable campus community.**

- Strategy 2.2A - Grow the percentage of eco-friendly merchandise.
- Strategy 2.2B - Educate campus on water and energy usage efficiency.
- Strategy 2.2C - Boost the awareness of and resource usage to combat food insecurity.
- Strategy 2.2D - Build a new community engagement and sustainability center (CESC).

**Objective 2.3 - Bolster the student onboarding experience to increase campus connection.**

- Strategy 2.3A - Establish an intentional welcome for underrepresented new students.
- Strategy 2.3B - Improve the student introduction to student success resources and support.
- Strategy 2.3C - Create more spaces to spur engagement and inspire campus connections.
- Strategy 2.3D - Identify strategies to improve connection to student organizations.

**Four-Year Transformations**

- Increase in engagement practice trainings.
- Growth in student resource usage within CESC.
- Decline in underrepresented student departure.
- Increase in sustainable material usage.
- Rise in student connectedness to campus.
- Improved water and energy efficiency.

» GOALS & OBJECTIVES





# ENGAGE!

Cultivating An Engaged Student Experience

— Division of Student Affairs Strategic Vision to 2027 —

## » GOALS & OBJECTIVES

### STRATEGIC GOAL 3 | Spirit of Wellbeing

Establish a spirit that is committed to improved health and a positive wellbeing that strengthens the achievement of personal goals.

#### Objective 3.1 - Elevate campus wellbeing.

Strategy 3.1A - Create a new strategic approach to improve campus wellbeing.

Strategy 3.1B - Increase awareness education and initiatives that promote wellbeing.

Strategy 3.1C - Review and recommend policy revisions that support boosted wellbeing.

Strategy 3.1D - Construct wellbeing synergy amongst health and wellbeing centers.

#### Objective 3.2 - Guide the improvement of student accessibility to resources and support.

Strategy 3.2A - Diversify the delivery and marketing of programs to improve accessibility.

Strategy 3.2B - Ensure that Student Affairs spaces and programs are accessible.

Strategy 3.2C - Review and enhance the delivery of disability accommodations.

#### Objective 3.3 - Expand support and resources provided for student-parents.

Strategy 3.3A - Explore the expansion of Little Goves Child Learning Center.

Strategy 3.3B - Offer more opportunities for students to engage on campus with their family.

Strategy 3.3C - Review and consider the support services provided to student dependents.

#### Four-Year Transformations

Improved student wellbeing.

More usage of services that support wellbeing.

Reduction in accessibility barriers.

Growth in accommodation services usage.

Expanded child learning center enrollment.

Increased family engagement opportunities.





# ENGAGE!

Cultivating An Engaged Student Experience

— Division of Student Affairs Strategic Vision to 2027 —

## GOALS & OBJECTIVES

### STRATEGIC GOAL 4 | Culture of Purpose & Success

Build a culture with renewed purpose that seeks innovation, invests in development, values accomplishments and leverages our strengths as we support the success of students.

#### Objective 4.1 - Accelerate collaboration and operational excellence.

- Strategy 4.1A - Configure standing operating procedures for division-wide initiatives.
- Strategy 4.1B - Implement division-wide communication and marketing efforts.
- Strategy 4.1C - Construct process flow charts to enhance efficiency and consistency.
- Strategy 4.1D - Champion resource collaboration and partnerships.

#### Objective 4.2 - Advance an infrastructure of assessment to measure impact and success.

- Strategy 4.2A - Acquire a student engagement platform.
- Strategy 4.2B - Formalize a division core assessment plan.
- Strategy 4.2C - Expand program and practice reviews.
- Strategy 4.2D - Design the annual division report to improve impact articulation.

#### Objective 4.3 - Demonstrate a commitment of team development and recognition.

- Strategy 4.3A - Inspire a strengths-based culture.
- Strategy 4.3B - Invest in frequent and relevant professional development opportunities.
- Strategy 4.3C - Provide a robust onboarding experience for new staff members.
- Strategy 4.3D - Define and implement a division recognition program.

#### Four-Year Transformations

- Enhanced communications and marketing.
- Improved assessment infrastructure.
- Improved operational efficiencies.
- Consistent staff onboarding and development.
- Efficient resource stewardship.
- Boosted staff morale and division climate.







# STRATEGIC PLANNING PROCESS AND TEAMS

In 2023, the passionate staff in the Division of Student Affairs embarked on developing our next division strategic vision for Student Affairs - “ENGAGE! Cultivating an Engaged Student Experience” - as we advance our work together to support the achievement of “Experience Austin Peay.” Four goal-oriented teams met weekly to craft the objectives and strategies to achieve our goals. In late fall semester, these leadership teams assembled to share their inspiration for the future of student development and success at APSU and launch the plan into action.

## TEAM ENGAGEMENT - GOAL 1

- Lauren Wilkinson**  
Co-Lead, University Recreation
- Victor Felts**  
Co-Lead, Student Life and Engagement
- Anja Shelton**  
University Recreation
- Brandi Duke**  
Community Engagement and Sustainability
- Zac Moore**  
Student Life and Engagement
- Eric Morgan**  
Career Services
- Christina Sanders**  
Adult, Nontraditional and Transfer Student Center
- Jonathan Gladney**  
Housing, Residence Life and Dining Services
- Emily Rhoads**  
Counseling and Health Services

## TEAM COMMUNITY - GOAL 2

- Rashad Cockrell**  
Co-Lead, Wilbur N. Daniel African American Cultural Center
- Kayla Miller-Zapata**  
Co-Lead, Community Engagement and Sustainability
- Crystal Henson**  
Counseling and Health Services
- Elitha Johnson**  
Student Disability Resource Center
- Joe Mills**  
Housing, Residence Life and Dining Services
- Kathleen Evans**  
University Recreation
- Kim Outland**  
Health Services
- Yanaraliz Barnes**  
Latino Community Resource Center
- Anna Goins**  
Housing, Residence Life and Dining Services

## TEAM WELLBEING - GOAL 3

- Jamie McCrary**  
Co-Lead, Student Disability Resource Center
- Jill deGraauw**  
Counseling and Health Services
- Kim Morrow**  
Housing, Residence Life and Dining Services
- Greg Singleton**  
Associate Vice President and Dean of Students
- Jasin Wills**  
University Recreation
- Claudia Rodriguez**  
Little Gobs Child Learning Center
- Betty Nall**  
Little Gobs Child Learning Center
- JoAnna Lewis**  
Counseling Services
- Kale Turner**  
Counseling and Health Services

## TEAM CULTURE - GOAL 4

- Alexandra Wills**  
Co-Lead, Community Engagement and Sustainability
- Ashley Kautz**  
Co-Lead, Adult, Nontraditional and Transfer Student Center
- Corey Choate**  
Housing, Residence Life and Dining Services
- David Davenport**  
University Recreation
- Tammy Bryant**  
Student Affairs Assessment, Planning and Communications
- Sara Whisler**  
Counseling and Health Services
- Lindsay Perry**  
Fraternity and Sorority Affairs
- Alicia Cooper**  
Housing, Residence Life and Dining Services

