Empower & Engage

Campus Life at Princeton University
Strategic Plan 2020 - 2025
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We are pleased to share with you Princeton University’s inaugural Strategic Plan for Campus Life. During the past year, we engaged in a process to envision the direction of Campus Life over the next five years. Along the way, we voiced our hopes, aspirations and goals for this office. Our primary purpose in undertaking this strategic planning process is to better align Campus Life with the larger Princeton University environment.

At Princeton University, Campus Life offers important co-curricular experiences for undergraduate and graduate students. We help to guide their physical, mental and spiritual development. We instill a sense of belonging and benevolence and cultivate empathy and emotional intelligence. Campus Life has many points of contact with student’s lives. Our offices provide gathering spaces where students freely discuss their ideas, cultivate their passions, and develop their skills and interests.

In January 2016, Princeton University published a strategic planning framework that outlined a comprehensive vision for the University’s future. Among many other points, the framework made clear that Princeton seeks to help students prepare for meaningful lives and careers, broaden their outlooks, gain appreciation for diversity and build a strong sense of community.

Princeton’s Strategic Framework recognizes the opportunities afforded by a diverse and inclusive community, committing as an institution to providing to all students “the resources they need to flourish.” The framework also seeks to embed service more fully into the Princeton experience, to ensure that our students are infused with a sense of common experience and gain an appreciation of how service enriches their lives. Through service, students become grounded, explore unfamiliar territory, stretch their comfort zones, and immerse themselves in meaningful work. By interacting directly in the world, the students more fully understand their place, roles and responsibilities.

Our own strategic planning process in Campus Life has allowed us to reflect on what we do best and how we can improve. The process has helped remind us that each part of Campus Life has a passionate and committed staff that values the importance of student development and education beyond the classroom.

As we embarked on this planning effort, we pondered how Campus Life would remain nimble and responsive in a dynamic, changing world. We created this plan with participation and input from our key constituencies from across the campus. The result is five guiding principles that we believe will help us achieve our strategic objectives and reinforce our mission and vision.

As our inaugural effort, this Strategic Plan for Campus Life reflects the vibrancy, dedication and excitement of all the voices in our process. As we move forward, we will use this plan as a guide when we make key decisions, as a reference at pivotal moments and as a blueprint when we act. We invite you to explore this bold plan and see the vision it sets before us.

- W. Rochelle Calhoun
# Who We Are

## Princeton University

**W. Rochelle Calhoun**

Vice President for Campus Life

**Vicky Byrd**

Executive Assistant

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## Office of the Vice President for Campus Life

<table>
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<tr>
<th>Name</th>
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<tr>
<td>Chris Burkmar</td>
<td>Executive Director for Planning and Administration</td>
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<tr>
<td>LaTanya Buck</td>
<td>Dean for Diversity and Inclusion</td>
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<td>Mollie Marcoux Samaan</td>
<td>The Ford Family Director of Athletics</td>
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<tr>
<td>Kim Betz</td>
<td>Executive Director, Center for Career Development</td>
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<tr>
<td>Kathleen Deignan</td>
<td>Dean of Undergraduate Students</td>
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- **Chris Burkmar**  
  - ROTC  
  - Budget and Financial Planning  
  - New Initiatives: Planning and Project Management  
  - Staff Development and Engagement

- **LaTanya Buck**  
  - Strategic Diversity Initiatives and Partnerships  
  - D&I Education, Development, and Support  
  - Carl A. Fields Center for Equality and Cultural Understanding  
  - LGBT Center  
  - Women*s Center

- **Mollie Marcoux Samaan**  
  - Intercollegiate Athletics  
  - Campus Recreation  
  - Club Sports  
  - Intramural Sports  
  - Fitness Classes

- **Kim Betz**  
  - Career Exploration and Development  
  - Student / Alumni Engagement  
  - Employer Relations and Recruiting

- **Kathleen Deignan**  
  - Student Programs  
  - Student Conduct  
  - Residential Life  
  - Crisis/ Emergency Management  
  - Orientation and Commencement Programs

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Evolving with the social climate and student-led initiatives, Campus Life supports undergraduate and graduate students and cultivates personal capacities such as a sense of belonging, positive mindsets, self-compassion, service and resilience.

Princeton University’s Strategic Planning Framework of January 2016 reaffirms its longstanding commitment to a vibrant campus life:

"*Undergraduate alumni treasure experiences and learning that derived from extracurricular and co-curricular activities during their time at Princeton - activities in domains as diverse as athletics, the arts, religious life, community service, and many more.*"
Campus Life leads Princeton University’s efforts to empower students beyond the classroom to define, develop, and support them 24/7 so they may take full advantage of their educational programs. Through our work and partnerships, Campus Life professionals across the university demonstrate an ethic of care, concern, and service and consistently attend to the needs of graduate and undergraduate students.

We engage students in intellectual, emotional, cultural, social and physical development in a way that enriches their lives, fosters their successes, and prepares them for their futures. We support them in myriad places across the campus to help them forge connections, dialogue with peers and gain an appreciation of how co-curricular and continuous learning is an integral part of their educational experience.
Campus Life and Co-Curricular Learning: Our Guiding Principles

Co-curricular learning is intentionally designed to support an integrated learning environment which provides or enhances opportunities for a student’s personal, intellectual, cognitive, emotional, social, physical and moral development.

In Campus Life, we believe that co-curricular learning is best accomplished when it is integrated into students’ daily lives and creates thoughtful dialogue, adding meaning and purpose to the students’ experiences. Princeton University’s Campus Life is committed to creating transformative opportunities for co-curricular learning which embrace the whole student and support a sense of belonging and well-being.

Diversity and inclusion are at the core of our collective work. We support co-curricular experiences for undergraduate and graduate students and ensure that the diversity of all our students - their identities, backgrounds, experiences, voices, and perspectives are intentionally woven throughout the Princeton experience. Providing access to opportunities and resources and equity of experience for students is essential to our mission.

Distinctive and meaningful learning happens outside of the classroom. We are committed to actively engaging students and encouraging them to engage one another, to strengthen their sense of belonging to the Princeton community, and to enrich their experience and growth. We are equally committed to engaging students in learning opportunities that explore aspects of identity and difference while both affirming and challenging them in their development.

We do this in collaboration with campus partners within and outside of Campus Life.
Mission Statement

To enhance the holistic development and educational experience of all students.

Campus Life enhances the holistic development and educational experience of all students by complementing academic study with co-curricular opportunities that engage, enrich, and advance student learning and growth.

Vision Statement

To inspire students to lead lives of meaning, purpose and social responsibility.

Campus Life strives to provide an integrated educational experience that cultivates skills and awareness and that inspires students to lead lives of meaning, purpose and social responsibility.

“Service has many different faces at Princeton and it’s important for students to find causes that they are passionate about, from human rights advocacy to environmental education.”

- Lauren Sanchez ‘21 and Arielle Mindel ‘21
Community Action Leaders
Our Strategic Goals And Objectives 2020 - 2025

**Strengthening Campus Life Staff Development, Engagement, Retention & Operations**
Advance the work of Campus Life through the intentional development of all staff across Campus Life

**Enhancing Campus Life Communications and Collaboration**
Create an integrated experience that ensures that students fully benefit from a holistic education

**Developing Students for a Life of Meaning and Service**
Increase opportunities for students to explore their passions, beliefs, interests and skills so that more students discover ways that they might live lives of meaning, purpose and service

**Prioritizing Health and Wellbeing**
Ensure health and wellbeing are institutional priorities for Princeton University

**Strengthening Belonging Across Student Identities**
Increase students’ sense of belonging to the Princeton community so that all will thrive personally and academically

**Enhancing Campus Life Communications and Collaboration**
Create an integrated experience that ensures that students fully benefit from a holistic education
The Office of the Vice President for Campus Life aims to enhance the student educational experience through strategic initiatives designed to improve the campus environment which include the educational environment, the built environment, and associated policies and practices.

How we will achieve this aspiration:

- Improve and increase opportunities and spaces which bring students together across diverse identities and help students build cross-identity dialogue skills to support inclusivity and personal growth.
- Advance the Diversity and Inclusion Framework throughout Campus Life programming and across all social identities.
- Through creative partnerships and collaborations create more opportunities for undergraduate and graduate students to develop a sense of belonging.
- Raise the visibility of student health and wellbeing as an institutional priority by effectively engaging campus partners, including those outside of Campus Life, in strategies developed to address student needs.
- Identify factors that contribute to or erode healthy living and learning environments and, in partnership with academic colleagues, support and advocate for practical academic and administrative changes that can have a positive impact on the mental and physical health and wellbeing of Princeton students.
- Identify experiences that challenge students and cultivate their abilities to embrace those challenges as opportunities for growth.
- Develop and share initiatives that help students identify the variety of ways they can live out the university’s commitment to service as both a student and an alumnus.
- Inventory existing reflective opportunities across Campus Life with a goal of making them more visible to students and increasing collaboration across units.
- Cultivate habits of inquiry that support and sustain life-long learning and ethical development.
- Increase communication and collaboration between and among Campus Life offices for program development and sharing of best practices.
- Highlight and promote to the larger University community how academic and co-curricular programs are intrinsically linked for student success.
- Develop a joint curricular and co-curricular team that will work to amplify the holistic nature of the Princeton experience.
- Craft a holistic strategic approach to professional development
- Embody principles of healthy living and work-life balance.
- Assess staffing needs in all areas of Campus Life and obtain and align resources as appropriate.
A strategic plan provides the means for coordinated growth and progress. This plan articulates the goals and objectives of Campus Life for the next five years, which will be supplemented with actionable work plans. Through the planning process, we’ve created a plan that concentrates our effort on five essential areas. Undoubtedly, we will refine this plan and make course corrections over the next five years to achieve desired outcomes.

Now the real work begins; implementing this plan and using it as a reference at times of key decisions, uncertainty, turning points and change. We must remain open and receptive, willing to adapt fluidly in response to external and internal demands. Simultaneously, we must preserve those elements that make Princeton’s Campus Life distinctive, and a national model for other institutions of higher education.

Successful implementation of this plan will better prepare students for an integrated and holistic Princeton education that embodies service, belonging, wellbeing and inclusion.

In Campus Life, we are unwavering in our commitment to the core values that define and guide our future course. We are deeply committed to advancing the vision, mission and values of Princeton University in the lives of our students.

We are eager to share the aspirations of our Campus Life Strategic Plan and work collaboratively to turn our goals and objectives into a reality.

“The Center for Career Development helped me connect my skills and goals with potential opportunities while equipping me with the practical knowledge to secure a fulfilling path forward.”

- Joshua Wallace
Ph.D. Candidate in Astrophysics
We are grateful for the time, dedication and energy of all Campus Life staff and others who shared their insights, perspectives and experiences to help shape this strategic plan.

We appreciate their efforts to share and document the collective wisdom of our diverse campus.

We thank each person for their continued enthusiasm, engagement and support as we proceed.

We especially want to acknowledge and thank the members of the Campus Life staff and campus partners who led our Strategic Planning efforts.
“The residential and extracurricular experience both supplement and reinforce the lessons of the classrooms, building character and skills that last a lifetime.”

- Christopher L. Eisgruber ’83
  president of Princeton University