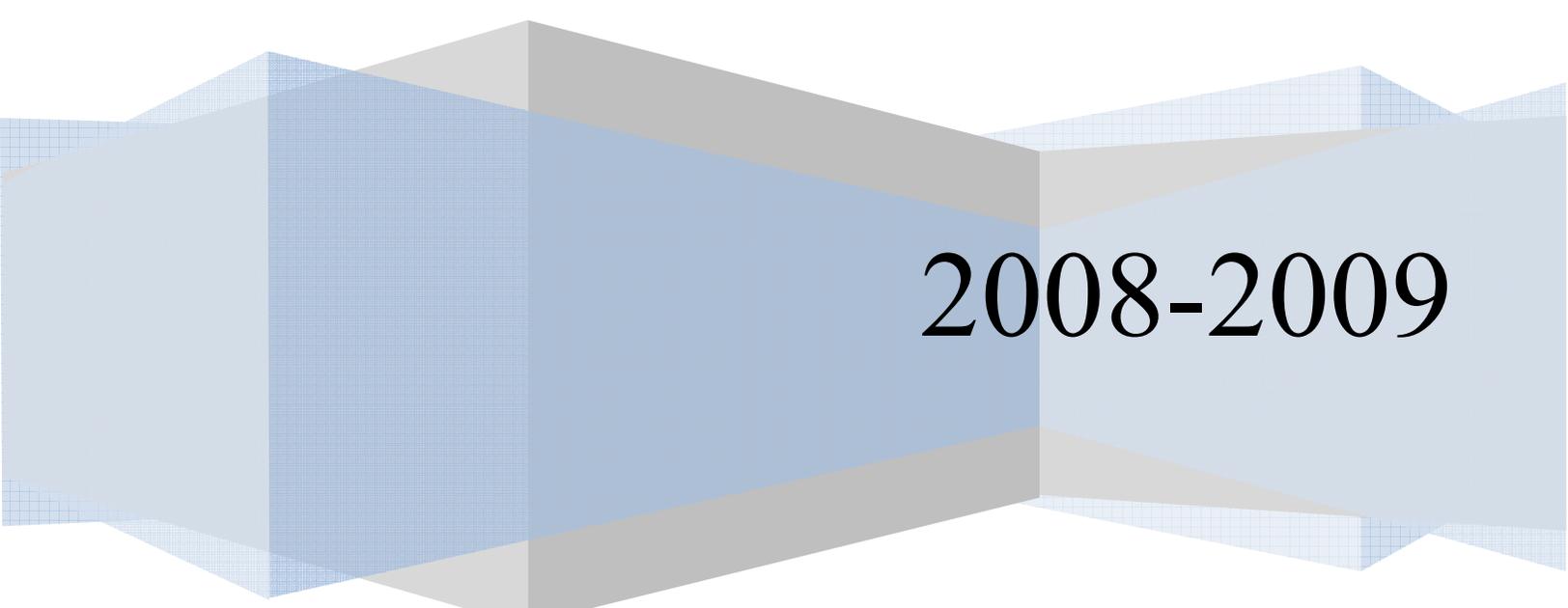


**University of North Alabama**

# **Annual Action Plan**

**DIVISION OF STUDENT AFFAIRS**



**2008-2009**

# *Annual Action Plan*

## **Division of Student Affairs Academic Year: 2008-2009**

<b>UNIVERSITY strategic goals as identified in the University's <i>Strategic Plan</i></b>	<b>UNIVERSITY action items/priority initiatives as identified in the University's <i>Annual Action Plan 08-09</i></b>
1.To Offer High Quality Programs	1. Implementation of the Strategic Diversity Plan
2.To Build a Student Centered University	2. Implementation of the Staff Salary Plan and Development of Career Ladders
3.To Promote and Celebrate Diversity	3. Implementation of the Campus Safety Plan
4.To Promote University Community	4. Implementation of the UNA Marketing Plan
5.To Strengthen Regional Development and Outreach	5. Faculty Promotion Process  6. Engagement of the UNA community in Advancement

# DIVISION OF STUDENT AFFAIRS

## ANNUAL ACTION PLAN

### 2008-2009

**Initiative #1: Develop an office structure that facilitates the provision of diverse career planning and job search needs of our students, the University and the local community through the addition of staff (Career Counselor/Internship Coordinator).**

**Supports University Strategic Goals - To Offer High Quality Programs; To Build a Student Centered University**

**Supports University Annual Goals - Engagement of UNA Community in Advancement (networking with employers), UNA marketing Plan**

Intended Learning/Process Outcomes:

- Better utilization of available human resources creating more balanced and focused workloads
- Better understanding of current and future budget and human resources needs
- Enhanced service to students and employers

Measurement/Assessment Instrument(s):

- Number of student appointments, programs, and faculty classroom requests etc.
- Online surveys via Survey Monkey or other electronic means

Person responsible for assessment:

- Melissa Medlin, Director, Career Planning and Development

Use of evaluation results for future planning and decision making:

- Establish data justification for new programs, human resources and/or budget requests

**Initiative #2: Increase unit focus on maximum Public Safety coverage of the campus.**

**Supports University Goals - High Quality Programs, Student Centered University, Promote University Community**

**Supports University Annual Goals - Implementation of Campus Safety Plan**

Intended Learning/Process Outcomes:

- Establish better communication between the department and campus constituencies
- Reduce crime in buildings
- Develop a sense of omni-presence by the officers
- Develop a positive perception of safety and security by campus constituencies

Measurement/Assessment Instrument(s):

- Crime statistics
- Number of officer initiated activities

- Campus constituency feedback

Person Responsible for Assessment:

- James Glasso, Director of Public Safety

Use of Evaluation Results for Future Planning and Decision Making:

- Justify an increase in staffing to increase the number of officers on patrol
- Plan to purchase additional special mobility devices to enhance police coverage of the campus (Segways)
- Establish justification to build a new Public Safety building in or near the campus core
- Establish a computerized system to remotely access databases and permit officer report writing from satellite offices/locations

**Initiative #3: Develop and implement a strategic parking plan.**

**Supports University Goals – High Quality Programs, Student Centered University, Promote University Community.**

**Supports University Annual Goals – Implementation of Safety Plan**

Intended Learning/Process Outcomes:

- Efficient utilization of University parking resources
- Reduce parking violations by all users
- Increase use of the shuttle bus service

Measurement/Assessment Instrument(s):

- Access ticket numbers, locations and violations
- Lot surveys
- Increase use of the shuttle bus service.

Person Responsible for Assessment:

- James Glasso, Director of Public Safety

Use of Evaluation Results for Future Planning and Decision Making:

- Determination of lot use and need to use non-university resources
- Need to hire additional enforcement personnel
- Need for additional shuttle bus service
- Possible use of parking restrictions to better use resources

**Initiative #4: Expand the role of the Academic Resource Center to include study skills programming and resources.**

**Supports University Strategic Goals – To Offer High Quality Programs; To Build a Student Centered University**

**Supports University Annual Goal – Implementation of Diversity Plan**

#### Intended Learning and/or Process Outcomes

- Assess effectiveness of ARC programs and services including, but not limited to, tutoring and faculty mentor programs, and study skills workshops
- Increase academic performance of students who use tutoring service
- Increase retention rates of conditionally admitted students who use ARC services
- Provide opportunities to increase the awareness of campus and community members regarding the academic needs of students
- Provide increased opportunities for additional students to use the ARC for services as well as technology

#### Measurement/Assessment Instrument(s):

- Student satisfaction surveys
- Pre and post GPAs of students using services
- Faculty mentor surveys
- Peer tutor surveys

#### Person responsible for assessment:

- Angie Pickens, Coordinator of ARC

#### Use of evaluation results for future planning and decision making:

- Student satisfaction surveys will be used in planning changes to current services and needs for future services
- Comparative GPA analysis will be used to determine whether students who use tutoring services perform better academically after receiving the service
- Faculty mentor surveys will be used to determine what benefits are gained from the program and whether or not the program should be continued as is, continued with recommended changes, or discontinued
- Peer tutor surveys will be used to determine if tutors are properly trained and what improvements may be needed for the future

#### **Initiative #5: Develop a short and long term renovation plan for health services areas.**

**Supports University Strategic Goals – Student Centered University, Diversity, High Quality Programs**  
**Supports University Annual Goals – Implementing Strategic Diversity Plan, UNA Marketing Plan, UNA Community Engagement with Advancement**

#### Intended Learning/Process Outcomes:

- Coordinate with Facilities Director to create a master renovation plan in phases, up to and including a new building
- Create front entrance for handicap accessibility to the Health Center
- Renovate lobby storage area to create a handicap accessible bathroom
- Coordinate with Disability Services as to variety of current accessibility issues in both areas, buildings
- Reorganize existing clinic layout to accommodate increased counseling personnel and services
- Install and implement updated medical records files and system

Assessment:

- Evaluation of funds and space available to accommodate growing services
- Evaluation of types of accessibility needs to be incorporated

Person responsible for assessment:

- Cynthia L. Wood, BSN, Executive Director Health and Wellness Services

Use of evaluation results for future planning and decision making:

- Achieve full compliance with disability access and services
- Establish current functional capacity levels, administrative and clinical
- Establish data justification for budget requests as necessary

**Initiative #6: Reorganization and expansion of student counseling service to more effectively address the needs of the students and the University.**

**Supports University Strategic Goals – Offer High Quality Programs, Student Centered University, Promote and Celebrate Diversity, Promote University Community**  
**Supports University Annual Goals –Strategic Plan, Diversity Planning, Human Resources Study**

Intended Learning/Process Outcomes:

- Transition to “Student Counseling and Disability Support Services” (combining of Student Counseling Service and The Office of Developmental Services)
- Transition to “one stop, one roof” location for staff and programming coordination of Student Counseling and Disability Support Services
- Offer high-quality programs and activities targeted to identify student and University needs
- Upgrade policies and procedures to encompass all of Student Counseling and Disability Support Services activities and programs
- Provide sufficient staff to meet known campus-wide programming needs as well as those resulting from the reorganization
- Increase available number of internships, +/- graduate assistantships, in coordination with the Community Counseling portion of the UNA Counselor Education Department
- Plan and publish the Student Counseling and Disability Support Services website

Person responsible for assessment:

- F. Lynne Martin, LPC, MLAP

Measurement/Assessment Instrument(s):

- Previous data from existing Student Counseling Service and The Office of Developmental Services
- Evaluation of available facility space and locations
- Actual data from Student Counseling and Disability Support Services
- Survey data provided by the UNA Counselor Education Department

Use of evaluation results for future planning and decision making:

- Continuous improvement in services and programming
- Establish data driven justification and prioritization for future programs and services
- Establish data driven justification for future staffing and personnel contracts

**Initiative #7: Support student engagement through volunteer service and use the service opportunity to promote skill development.**

**Supports University Strategic Goals – High Quality Programs, Student Centered University, Celebrate Diversity, Regional Development and Outreach**

**Supports University Annual Goals – Strategic Diversity Plan, UNA Marketing Plan, Engagement of UNA Community in Advancement**

Intended Learning/Process Outcomes:

- Students will develop or enhance and demonstrate skills in the areas of communication, decision-making, leadership, project management, and cultural understanding
- Provide student programmers, chairs, and volunteers with skill development in the areas of responsibility to program planning, facilitation, personnel management, and group leadership through training workshops
- Assist in creating the University Service Council made up of student representatives from the service organizations
- Create the Service Advisory Council made up of faculty, staff, students, and community members from non-profit agencies
- Facilitate service-learning interest meetings and develop service-learning training for interested faculty
- Create a Volunteer Resource Area containing local agency information and volunteer needs
- Develop an Alternative Spring Break program

Measurement/Assessment Instrument(s):

- Facilitate surveys at each of the workshop programs
- Facilitate reflection journals at the end of the service-learning and alternative spring break programs
- Create a volunteer database to track volunteer hours of individuals and student groups

Person responsible for assessment:

- Jennifer Culler, Assistant Director of Student Engagement for Leadership and Volunteerism

Use of evaluation results for future planning and decision making:

The results will assist in determining the learning from the activities and assist in modifying, increasing, or eliminating future programs

**Initiative #8: Support student learning in responsible journalism, writing, photography and publications.**

**Supports University Strategic Goals – High Quality Programs, Promote University Community, Strength Regional Development**

**Supports University Annual Goals – Implementation of UNA Marketing Plan**

Intended Learning/Process Outcomes:

- Students will develop or enhance and demonstrate skills in the area of writing, journalism, and the overall process of implementing a publication
- Facilitate site visits to other campuses such as UAB, Jacksonville State, etc. to observe student media facilities and processes.

- Provide professional development workshops once a month for the student staff
- Develop and enhance the current Flor-Ala and Diorama websites
- Build a foundation for the Student Publications Board and a clear relationship between the Board and the student publications
- Increase the number of student volunteers, writers, and photographers by developing and implementing recruitment and marketing plans

Measurement/Assessment Instrument(s):

- Submit the Flor-Ala and Diorama under the Association Collegiate Press for professional outside review
- Facilitate a campus-wide survey to obtain information on readership and the media effectiveness
- Host an outside media consultant to provide feedback on our publication systems

Person responsible for assessment:

- Mary Jennings, Coordinator of Student Publications

Use of evaluation results for future planning and decision making:

Assist with the future student professional development in journalism, media, and writing

**Initiative #9: Support student engagement in multicultural awareness by providing all UNA students with increased opportunities to attend multicultural and educational programs.**

**Supports University Strategic Goals – Celebrate Diversity, Promote University Community, Student Centered University**

**Supports University Annual Goals – Implementation of Strategic Diversity Plan**

Intended Learning/Process Outcomes:

- Create a Multicultural Leadership Council
- Assist University Program Council in adding educational components to their social programs or linking programs to educational opportunities already happening on campus
- Build relationships with administrative and academic departments to co-sponsor events to help diversify multicultural programming and to reach more students

Measurement/Assessment Instrument(s):

- Surveys following events
- Journal reflections to assess students' understanding of multiculturalism

Person responsible for assessment:

- Angel Wilkes, Coordinator of Programming

Use of evaluation results for future planning and decision making:

- To determine future multicultural initiatives that facilitate student learning and understanding of multiculturalism

**Initiative #10: Assist the Greek community in functioning at the most effective and efficient levels possible.**

**Supports University Strategic Goals – High Quality Programs, Student Centered University, Diversity**  
**Supports University Annual Goals – Implementation of the Campus Safety Plan**

Intended Learning/Process Outcomes:

- Develop and implement a Greek Standards of Excellence Program that would focus on academic success, membership development, chapter management, external relations, and policy compliance
- Research and explore Greek housing and complete site visits of other institutions who have built Greek housing in order to develop a 5-10 year housing plan
- Develop a house managers' training plan that covers risk management, housing upkeep, fire safety, weather safety, facilities upkeep
- Review current fraternity housing leases and develop an overall contract that is consistent for all fraternities
- Revisit each Council's judicial policies, procedures, and processes and explore the possibility of a general Greek Judicial Board
- Develop and implement a plan of education programs that cover topics including risk management, alcohol, and brotherhood/sisterhood

Measurement/Assessment Instrument(s):

- Facilitate monthly meetings with chapter presidents
- Evaluate chapter GPA results per semester
- Facilitate a survey once a semester with Greek community members and chapters
- Facilitate surveys/journal reflections following educational programs
- Utilize data from AFA resources with regards to Greek housing

Person responsible for assessment:

- Chenequa Clayton, Assistant Director of Greek Life

Use of evaluation results for future planning and decision making:

- To determine program initiatives that need to be facilitated for student learning
- To determine financial needs for Greek housing

**Initiative #11: Develop a plan to renovate/modernize the Guillot University Center.**

**Supports University Strategic Goals – High Quality Programs, Student Centered University, Celebrate Diversity and Promote University Community**  
**Supports University Annual Goals – Implementing Strategic Diversity Plan, Engagement of UNA Community in Advancement, Campus Safety Plan**

Intended Learning/Process Outcomes:

- To provide an appealing and desirable gathering place for all members of the University to interact and learn
- To provide a clean, safe and aesthetically appealing building for all groups using the facility
- To showcase the hub of the campus

- To expand University Events offerings for more formal, prestigious events throughout the state and region
- To assist the SGA in completing one of their organization's goals

Measurement/Assessment Instrument(s):

- Student Government Association satisfaction survey
- Guest services survey which includes facility appearance
- Benchmark other colleges and universities who have renovated and expanded their student union operation in the last three years
- Summer camps/conferences surveys which includes facility appearances and dedicated spaces
- Observance of users' reactions by the University Events staff and also verbal feedback when faculty, staff, student or community groups use the newly renovated building
- Use information gathered from site visits to other universities in the state and region

Person responsible for assessment:

- Bret Jennings, Director of University Events

Use of evaluation results for future planning and decision making:

- Establish a priority list of all needed repairs and updates for each space
- Establish an approximated budget for each space by working with physical plant and architects
- Establish a timeline for small and large scale projects to be completed

**Initiative #12: Develop a long-term assessment and evaluation program that documents the impact of student affairs programs and services on student success.**

**Supports University Strategic Goals – High Quality Programs and Student Centered University  
Supports University Annual Goals – Implementation of the Strategic Diversity Plan, Implementation of the UNA Marketing Plan**

Intended Learning/Process Outcomes:

- Draft of over-all division assessment plan that includes a cycle for completion of individual department assessment plans
- Move from a frequency/student satisfaction based assessment to a student learning based initiative
- Offer individual departmental mission statements, planning initiatives, and assessment strategies
- Explicitly align departmental missions and initiatives with those of the division and the University
- Develop instruments that collect data to measure learning
- Use nationally-normed instruments as well as those developed by the Assessment Office and individual departments

Assessment:

- Actual data collected in each department
- Student Affairs Directors' survey

- Student Affairs staff survey
- At least one outcome in each department that is "student learning" oriented with a measurable outcome
- Comparison with previous year's assessment efforts (numbers and types of assessment instruments/methods)
- Individual departmental surveys
- Actual number of nationally-normed surveys
- Comparison with previous year's number of annual student learning outcomes
- Production of approved Division assessment plan
- Production of approved departmental mission statements, planning initiatives, and assessment strategies

Person responsible for assessment:

- Dr. Kimberly A. Greenway, Director of Judicial Affairs and Student Affairs Assessment

Use of evaluation results for future planning and decision making:

- Use statistical results for continuous improvement of programs and services
- Use statistical results to enhance priority areas within Student Affairs
- Establish a culture of data driven decisions
- Establish data justification for new programs and services, human resource, and/or budget requests

**Initiative #13: Provide division-wide training that increases practical assessment knowledge of directors and Student Affairs staff members.**

**Supports University Strategic Goals – High Quality Programs and Student Centered University**  
**Supports University Annual Goals – Implementation of Strategic Diversity Plan, Development of Career Ladders**

Intended Learning/Process Outcomes:

- Increase knowledge of assessment concepts
- Increase departmental assessment and evaluation practices
- Practical use of data
- Increased opportunities for professional development in assessment issues

Assessment:

- Actual data collected in each department
- Student Affairs directors' survey
- Student Affairs staff survey
- Individual interviews/focus groups with directors/staff

Person responsible for assessment:

- Dr. Kimberly A. Greenway, Director of Judicial Affairs and Student Affairs Assessment

Use of evaluation results for future planning and decision making:

- Establish a culture of data driven decisions
- Adjust and/or implement new workshop/educational session topics

- Identify target populations among staff/department for assessment improvement
- Refine assessment processes/methods/instruments
- Determine effectiveness of Office of Assessment
- Establish data justification for new programs and services, human resource, and/or budget requests

**Initiative #14: Finish the transformation of the 2<sup>nd</sup> Floor of LaGrange Hall into the final themed floor for the building with a Fall 2009 opening.**

**Supports University Strategic Goals – High Quality Programs, Student Centered University, Diversity**  
**Supports University Annual Goals – implementation of the Strategic Diversity Plan, Implementation of Campus Safety Plan, Implementation of UNA Marketing Plan**

Intended Learning/Process Outcomes:

- Increase retention rates for students in residence halls
- Provide educational opportunities for students outside the classroom
- Engage faculty and staff in the residential experience
- Partner with other departments on campus for programming opportunities
- Develop cognitively through challenge and support

Measurement/Assessment Instrument(s):

- Retention rates of freshmen students
- Retention rates of current students for same living arrangements
- Program attendance numbers
- Attitude surveys
- Recognition of students

Person responsible for assessment:

- Jami Schepman, Assistant Director of Residence Life

Use of evaluation results for future planning and decision making:

- Adjust and/or implement new theme housing options
- Change or modify departmental programming options

**Initiative #15: Create a Multicultural/International Assistant Position (student).**

**Supports University Strategic Goals – Diversity, Student Centered University**  
**Supports University Annual Goals – Implementation of Strategic Diversity Plan**

Intended Learning/Process Outcomes:

- Aid in transition of students to UNA
- Increase tolerance to differences
- Celebrate uniqueness
- Learn about other countries and cultures
- Higher level of satisfaction from minority and international students
- Increase retention of students

Measurement/Assessment Instrument(s)

- Retention rates
- Student contact
- Attitude survey

Person responsible for assessment:

- Kevin Jacques, Director of Residence Life

Use of evaluation results for future planning and decision making:

- Determine if more positions are needed
- Determine if minority and/or international student needs are being met
- Determine level of engagement of minority and/or international students

**Initiative #16: Partner with Student Engagement to implement SAFE Place training for Faculty, Staff and Student Leaders on campus.**

**Supports University Strategic Goals – Diversity, Student Centered Campus, promote University Community**

**Supports University Annual Goals – Implementation of Strategic Diversity Plan**

Intended Learning/Process Outcomes:

- Understand issues GLBT students, faculty and staff experience
- Increase tolerance to differences
- Celebrate
- Help development of students, faculty and staff who identify as GLBT
- Increase retention of students, faculty and staff
- Help attract students, faculty and staff who identify as GLBT to work at UNA

Measurement/Assessment Instrument(s)

- Retention rates
- Student contact
- Campus climate
- Attitude survey

Person responsible for assessment:

- Kevin Jacques, Director of Residence Life

Use of evaluation results for future planning and decision making:

- Determine if GLBT faculty, staff and/or student needs are being met
- Determine level of engagement of GLBT faculty, staff and/or students
- Assist with further programming towards GLBT issues

**Initiative #17: Research, develop and submit for approval, a revised Recreation Facility Fee structure to ensure sound fiscal resources for the operation of all programs housed under the Recreational Sports and Fitness Program.**

**Supports University Strategic Goals - To Offer High Quality Programs; To Build a Student Centered University**

Intended Learning/Process Outcomes:

- Better projection of future revenue which will allow for more exact fiscal appropriations in all programs
- Better planning for deferred maintenance of the Student Recreation Center
- Enhanced service to members and program participants

Measurement/Assessment Instrument(s):

- Approval of the Board of Trustees
- Student Government Association endorsement

Person Responsible for Assessment:

- Jim Eubanks, Director of Recreational Sports and Fitness
- David Shields, Vice President for Student Affairs

Use of evaluation results for future planning and decision making:

- To meet expected revenue to match and/or exceed expenses
- To plan long term for future facility needs, including possible expansion
- To establish a long term deferred maintenance plan

**Initiative #18: To improve the overall appearance of the cluster halls, making them easier to clean and maintain by continuing to paint rooms and common areas with the proper paint.**

**Supports University Strategic Goals - High Quality Programs, Student centered University  
Supports University Annual Goals - Implementation of the UNA Marketing Plan**

Intended Learning/Process Outcomes:

- Increase recruitment and retention percentages
- Increase the waiting list of students wanting to live in cluster housing
- Increase student satisfaction and pride in their hall
- Reduce vandalism

Measurement/Assessment Instrument(s):

- Housing satisfaction surveys
- RMS vacancy reports
- Excel occupancy report
- TMA work order reports

Person Responsible for Assessment:

- Audrey Mitchell, Director of Housing
- Jimmy Waddell, Housing Coordinator

Use of evaluation results for future planning and decision making:

- To formulate a marketing strategy to turn all cluster halls into true upper class housing
- To ensure that the bond amount is paid each year in addition to accumulating reserves so that deferred maintenance and upkeep of the halls can continue

**Initiative #19: To improve the overall appearance of Rivers Hall and make the hall more marketable by purchasing furniture for all rooms, painting hallways and bathrooms, and installing new carpet.**

**Supports University Strategic Goals – High Quality Programs, Student Centered University**  
**Supports University Annual Goals – Implementation of the UNA Marketing Plan, Implementation of the Campus Safety Program**

Intended Learning/Process Outcomes:

- Increase retention and recruit percentages
- Longer waiting list
- Improve evaluations from Family Orientation
- Increase appreciation/excitement among returning students
- Reduce vandalism

Measurement/Assessment Instrument(s):

- Housing satisfaction surveys
- RMS room vacancy report
- Excel occupancy report
- Family Orientation evaluations
- TMA work order reports

Person Responsible for Assessment:

- Audrey Mitchell, Director of Housing
- David Shields, Vice President for Student Affairs

Use of evaluation results for future planning and decision making:

- Surveys will be used to plan for future capital improvement projects for our traditional halls
- Survey results will help plan for additional services that the students want in the halls

**Initiative #20: Continue renovations of residence hall apartments to modernize and make more inviting for professional staff and visitors.**

**Supports University Strategic Goals – High Quality Programs**  
**Supports University Annual Goals – Implementation of the Campus Safety Plan**

Intended Learning/Process Outcomes:

- Increase rental demand for the apartments not used by professional staff
- Opportunity to increase rental fees which will generate more revenue for the halls
- Assist with the recruitment of qualified professional staff

Measurement/Assessment Instrument(s):

- Number of rental requests compared to previous years
- Survey the professional staff using the apartments
- Satisfaction survey given to renters after they check out

Person Responsible for Assessment:

- Audrey Mitchell, Director of Housing
- Jimmy Waddell, Housing Coordinator

Use of evaluation results for future planning and decision making:

- To formulate a marketing strategy for recruiting additional staff and advertising to visitors

**Initiative #21: Complete the renovation project of the kitchen area in Lafayette Hall.**

**Supports University Strategic Goals – Student Centered University, Promote University Community**  
**Supports University Annual Goals – Implementation of the UNA Marketing Plan**

Intended Learning/Process Outcomes:

- Increase student satisfaction and pride in the hall
- Generate a waiting list for this hall, including the male floor

Measurement/Assessment Instrument(s):

- Student satisfaction survey
- RMS vacancy reports
- Excel occupancy report

Person Responsible for Assessment:

- Audrey Mitchell, Director of Housing

Use of evaluation results for future planning and decision making:

- To formulate a marketing strategy to maximize honor student residency
- Increase information available to potential honors residents
- Determine additional services residents want in the hall