

Student Affairs Division  
2007-2008 Goals & Objectives

Presented by  
Diane O. Jones, Ed.D.  
Vice Chancellor for  
Student Affairs

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## **STUDENT AFFAIRS DIVISION**

### **Goals and Objectives for 2007-2008**

**Mission Statement:** The mission of Student Affairs is to serve, shape and support students in the achievement of their academic and personal goals. This is accomplished by providing programs, services, activities and facilities that foster the intellectual, social, cultural, physical and emotional development of students.

Goal I: (Advocacy) To serve within the University community as an advocate for student's rights, issues, and concerns that influence the quality of their college experiences, and to serve as interpreters for students of institutional policies and procedures.

GOAL II: (Welfare) To provide for the health, safety, financial and physical needs and the psychological, and emotional welfare of students through services and programs that contribute to their ability to continue their education.

GOAL III: (Development) To teach, through experiences inside and outside the classroom, skills that empower students with self-knowledge and enhance the quality of their life experiences now and in later roles.

GOAL IV: (Involvement) To involve students in the life of the university community through activities, programs, communication and feedback, and through shared decision- making and consultation.

GOAL V: (Organizational Framework and Staffing) To establish a comprehensive organizational framework from which to administer all of the functions of the Student Affairs Division and to employ qualified personnel.

GOAL VI: (Staff Development) To provide both opportunity and incentive for professional staff development that will enhance office operations.

GOAL VII: (Physical Facilities) To provide adequate physical facilities for students and student service offices.

Goal VIII: (Technology) To upgrade and enhance technical services, resources and equipment.

GOAL IX: (Budget) To provide leadership and administrative support in maintaining budgets for Student Affairs.

GOAL X: (Evaluation) To plan, implement and evaluate on-going student support services.

**Goal 1: Provide qualified staff, facilities and budget to provide quality delivery of services.**

**Objective 1.1: Hire and retain qualified staff to provide quality services for our growing student population.**

Strategy 1.1.1: Identify personnel needs of each department with input from Directors.

Strategy 1.1.2: Develop a short and long-range plan for personnel growth.

Strategy 1.1.3: Identify qualifications for existing and new positions that include basis of formal education and training, relevant work experience, personal skills and competencies, relevant professional credentials, potential for promoting learning, development and success in students, applying effective practices to educational processes and enhancing institutional effectiveness.

**Performance Indicator:** Number of new hires, qualifications and credentials of staff and retention of qualified staff.

**Expected Outcome:** A qualified staff that has knowledge of student development and success and applies effective practices to educational processes to meet the overall goals of the Student Affairs Division.

**Objective 1.2: Provide adequate facilities for students and support services.**

Strategy 1.2.1: Identify the facility needs of each department and program services.

Strategy 1.2.2: Develop a short and long-range plan for facility growth.

Strategy 1.2.3: Work with the Office of Facilities and Planning to make part of the University's Capital Improvement Plan and/or long-range capital plan as appropriate.

**Performance Indicator:** A short and long-range capital plan and a capital improvement plan.

**Expected Outcome:** Realization of new and improved capital projects as outlined in our capital improvement plan.

**Objective 1.3: Provide adequate budgets to accomplish the mission statement, goals and objectives of each individual Student Affairs Department.**

Strategy 1.3.1: Discuss departmental needs with each department.

Strategy 1.3.2: Request individual budget requests for operational and new staffing needs.

Strategy 1.3.3: Prioritize budget needs of each department.

Strategy 1.3.4: Allocate funds as appropriate.

**Performance Indicator:** Funds are allocated as appropriated.

**Expected Outcome:** Student Affairs Division will be given resources to provide programs, services, activities that will enhance student learning, development and success.

**Goal 2: Promote student retention efforts in all Student Affairs departments.**

**Objective 2.1: Develop retention strategies within each department.**

Strategy 2.1.1: Provide training and discussions on the “role of Student Affairs professionals” at staff meetings.

Strategy 2.1.2: Provide opportunities for staff development through professional organizations.

Strategy 2.1.3: Review philosophy of Student Affairs professional.

Strategy 2.1.4: Encourage active interaction, involvement and engagement and students as role models.

**Performance Indicator:** Number of contacts with students.

**Expected Outcome:** A more welcoming environment where students will become more engaged and interactive in campus life.

**Objective 2.2: Provide more demographic analysis and research on our students for greater understanding of “who is our student body”.**

Strategy 2.2.1: Review institutional research data on our students.

Strategy 2.2.2: Provide a report of our Student Wellness Survey to

all Student Affairs staff.

Strategy 2.2.3: Conduct focus groups and surveys to determine student interest and needs.

Strategy 2.2.4: Plan appropriate programs and services based on research findings.

**Performance Indicator:** Number of surveys, focus groups and interest meetings.

**Expected Outcome:** A greater understanding of “who is our student” and their interests and needs.

**Objective 2.3: Engage students in student life activities early in their college career.**

Strategy 2.3.1: Provide a wide range of opportunities to engage students in activities and to become connected.

Strategy 2.3.2: Publicize activities and programs widely through a variety of communications systems – brochures, This Week, Pine Needle, flyers, marquee sign, academic classes, etc.

**Performance Indicator:** Number of planned activities and programs to engage students and advertisement pieces.

**Expected Outcome:** Students will become connected, opportunities for student learning and success will be enhanced and retention will increase.

**Goal 3: Promote “town and gown” relations.**

**Objective 3.1: Strengthen the Student Affairs role as liaison with the greater community.**

Strategy 3.1.1: Schedule and attend University/Town Committee meetings.

Strategy 3.1.2: Initiate Town & Gown projects that will positively enhance relationships and mutually benefit each.

Strategy 3.1.3: Participate in local Chamber of Commerce meetings/functions, attend local Town Council meetings and support community events.

Strategy 3.1.4: Host community events on campus, such as Lumbee Homecoming, Project Graduation, LREMC Annual Meeting, local high school graduations, community concerts, etc.

Strategy 3.1.5: Serve as facility host for meetings, workshops, seminars, entertainment, summer camps, etc., within our stated guidelines and policies.

**Performance Indicator:** Number of events attended and held on the University campus. Feedback from the community on partnerships.

**Expected Outcome:** A spirit of cooperation and partnership between the town and university.

**Objective 3.2: Partner with community outreach initiatives and activities.**

Strategy 3.2.1: Involve community representatives on our local boards as appropriate, such as our GPAC Advisory Board, C-PARC Board, LSOP Board, etc.

Strategy 3.2.2: Host and partner with various agents to provide community services such as health screenings, blood drive, etc., as appropriate.

**Performance Indicator:** Number of community representatives on committees and boards. Feedback from participants.

**Expected Outcome:** Greater partnerships with the community.

**Objective 3.3: Host Pembroke Day program to strengthen relationship with the Pembroke Community and to introduce our University community and students to the town of Pembroke residents.**

Strategy 3.3.1: Collaborate with the Office of University and Community Relations to coordinate facility requests.

Strategy 3.3.2: Coordinate university involvement with student clubs and organizations.

Strategy 3.3.3: Coordinate activities through our Student Life office for entertainment.

**Performance Indicator:** Number of participants from the

University, businesses, merchants and vendors.

**Expected Outcome:** Positive town/gown relationships, sharing of relevant information, social interaction and the opening of doors for future interaction.

**Goal 4: Enhance student learning, development and success.**

**Objective 4.1: Provide a wide range of learning opportunities in each Student Affairs Department that will lead to student learning and development.**

Strategy 4.1.1: Develop a wide range of programs and activities in each respective department that will lead to student learning, development and success.

Strategy 4.1.2: Collaborate with other Student Affairs offices and divisions to sponsor, reinforce and fund programs as appropriate to attract students and get participation.

Strategy 4.1.3: Widely advertise programs and activities using a variety of methods of communication.

Strategy 4.1.4: Utilize outside educational and human resources as appropriate.

**Performance Indicator:** Number of programs, promotion pieces and attendance of students.

**Expected Outcome:** Greater student participation at sponsored events.

**Objective 4.2: Provide qualified staff leaders to work with students and student organizations that understand the concepts of student development.**

Strategy 4.2.1: Hire qualified staff in student support areas that are selected on the basis of formal education and training, relevant work experience, personal skills and competencies, relevant professional credentials, as well as potential for promoting learning and development in students, applying effective practices to educational processes and enhancing institutional effectiveness.

Strategy 4.2.2: Provide continuous professional staff development opportunities.

**Performance Indicator:** A variety of indicators, as appropriate by each Student Affairs Department, will be utilized including surveys, student performance, formal and informal feedback, observation, career clarification, etc.

**Expected Outcome:** Students will enhance and realize their intellectual growth, effective communications, self-esteem, realistic self-appraisal, clarified values, career choices, leadership development, healthy behavior, meaningful interpersonal relationships, independence, collaboration, social responsibility, satisfying and productive lifestyles, appreciating diversity spiritual awareness and personal and educational goals.

**Goal 5: Coordinate, evaluate, and document all aspects of the judicial process.**

**Objective 5.1: Provide education on judicial matters.**

Strategy 5.1.1: Conduct administrative hearings or refer cases to the campus judicial board. During the hearings, create teachable moments and time for the students to reflect on the consequences of their behavior.

Strategy 5.1.2: Require students and organizations to attend workshops that relate to their specific violation. For example: anger management; physical health issues; hazing; drugs; alcohol; conflict resolution; etc.

**Performance Indicator:** Require reflection papers after various violations. Request and review Counseling Center evaluations on students who participate in drug, alcohol, and anger management education. Evaluate learning outcomes.

**Expected Outcome:** Students will learn consequences of inappropriate behavior and will receive guidance on how to make smarter and healthier choices.

Strategy 5.1.3: Schedule presentations on Student Rights and Responsibilities, Academic Honor Code, Code of Conduct, and policies on drugs, hazing, sexual assault, harassment, tailgating, etc.

**Performance Indicator:** Present information at New Student Orientations, Parent Orientations, RA training sessions, and to clubs and organizations, athletes, etc. Review surveys after each session for content improvement and learning outcomes.

**Expected Outcome:** Participants will gain an understanding of student conduct, rights and responsibilities, policies, and the judicial process.

Strategy 5.1.4: Provide training on judicial hearing procedures for the Campus Judicial Board, Campus Appeal Board, and Student Grievance Panels.

**Performance Indicator:** Schedule a training session for all boards and panels. Schedule a sexual assault training session for the CJB. Request group feed back on the presentation of material, learning outcomes, and overall experience serving on the boards.

**Expected Outcome:** Judicial Boards and Grievance Panels will have the information and training needed to hear the evidence and render appropriate sanctions.

**Objective 5.2: Assist with the evaluation of campus safety issues, concerns and student grievances.**

Strategy 5.2.1: Serve as Chairperson of the Admissions Safety Review Committee.

**Performance Indicator:** Review undergraduate, graduate, and readmit applications that list criminal/arrest histories. Conduct background checks. Evaluate findings and determine action by committee.

**Expected Outcome:** Admissions will be denied to applicants that pose a danger to self or others or falsify their applications. The committee may choose to accept some applicants on a conditional basis.

Strategy 5.2.2: Schedule a meeting with Campus Police to review policy changes and determine safety and emergency concerns.

**Performance Indicator:** Survey students, staff, and campus police to determine unsafe areas and activities. For example, the need for additional lighting, panic buttons, cameras, crisis intervention, etc.

**Expected Outcome:** Make policy changes and upgrades to provide a safer environment for our students, faculty and staff.

Strategy 5.2.3: Serve as the contact person for student grievances.

**Performance Indicator:** Follow policy and provide students guidance about the appropriate process for redress for complaints. Survey students who file grievances.

**Expected Outcome:** Provide a consistent process for resolving grievances in a fair and just manner.

**Objective 5.3: Conduct investigations, document violations and sanctions, and maintain all judicial records.**

Strategy 5.3.1: Request written statements, record witness testimonies, communicate with campus police, faculty members and students for clarification.

Strategy 5.3.2: Monitor the appeal process through via the Campus Appeal Board and the Chancellor.

Strategy 5.3.3: Post sanctions and registration/transcript holds daily.

Strategy 5.3.4: Send certified letters and parent notifications.

Strategy 5.3.5: Populate the UNC Suspension & Expulsion database.

Strategy 5.3.6: Purge discipline records according to the University Records Retention and Disposition Schedule.

**Performance Indicator:** Daily record keeping is required and a report is generated weekly. A final report will be completed at the end of each semester. Survey students involved in the conduct process. Code of Conduct files will be purged every eight years and Academic Honor Code files every ten years. Evaluate percentage increases in violations.

**Expected Outcome:** Accurate judicial information will be available. Sanction deadlines and suspensions will be monitored. Appeals will be processed in a timely manner. Students' surveys will allow us to evaluate fairness, educational orientation, and professionalism of our judicial process.

**Goal 6: Publish information on student policies, programs, and events.**

**Objective 6.1: Update the Office of Student Affairs publications.**

Strategy 6.1.1: Update the Student Handbook, websites, and

brochures.

Strategy 6.1.2: Publish *This Week* flyer and *Campus Connection* parent newsletters.

Strategy 6.1.3: Meet with the directors and attorney to determine policy changes.

**Performance Indicator:** Establish and meet deadlines for newsletters and handbook submissions. Make changes and/or add new division policies. Review departmental websites and request updated brochures. Post all policies and newsletters on the Student Affairs website.

**Expected Outcome:** Provide the latest information on policies and programs for the University community via the web and printed media.

## **Goal 7: Monitor budgets, deadlines, and assignments for the Student Publications Board.**

**Objective 7.1: Meet monthly with the student editors and faculty Advisors: *The Aurochs* literary magazine; *The Pine Needle* newspaper; and the *Indianhead* yearbook.**

Strategy 7.1.1: Request budget proposals, goals, printing deadlines, and monitor budgets, contracts, quotes and bidding procedures.

Strategy 7.1.2: Interview and hire student editors for the next academic year.

**Performance Indicator:** Print budget balances monthly and review information with each advisor. Determine printing deadline dates for each publication and monitor progress. Monitor personal services contracts, ad sales, printing bids, requisitions, web site development. Determine student fee requests and projected budgets for the next fiscal year. Survey and conduct focus groups for student evaluation of all publications. Hire the most qualified editors to provide leadership to the student publications.

**Expected Outcome:** Produce quality publications in a timely manner for our students and university community. Schedule an end of the year dinner to celebrate the students' accomplishments.

**Goal 8: Provide opportunities for staff development and planning in Student Affairs.**

**Objective 8.1: Determine staff development topics, concerns, issues and team building opportunities.**

Strategy 8.1.1: Schedule monthly meetings and educational opportunities.

Strategy 8.1.2: Promote employee recognition for outstanding service.

**Performance Indicator:** Survey directors to determine issues, concerns, and guest speakers. Compile final list for everyone to review and vote on topics. Provide web seminars and support participation in professional conferences and workshops sponsored by Human Resources.

**Expected Outcome:** Challenge the student affairs staff to solve problems, promote teamwork, develop creative programming and a culture of praise.

**Objective 8.2: Provide opportunities for long range planning and assessment reporting.**

Strategy 8.2.1: Schedule goal setting and strategic planning sessions.

Strategy 8.2.2: Provide updates and information concerning the University's strategic plan and requirements for SACS.

Strategy 8.2.3: Schedule meetings with the Assistant Vice Chancellor for Institutional Effectiveness to determine assessment strategies.

**Performance Indicator:** Directors will evaluate policies and programs, update goals, and enhance assessment practices.

**Expected Outcome:** We will be prepared for our SACS visit in 2010. The division's goals will relate to the overall UNCP strategic plan and our assessment efforts will provide us with information needed to best serve our student population.

## **Office of Student Development Goals and Objectives for 2007-2008**

**Mission Statement:** The UNCP Office of Student Development provides direction and supervision to the following areas: Greek Life, Student Life, Intramurals, Center for Leadership and Service, Multicultural and Minority Affairs.

**Goal 1: Develop a culture of outcomes assessment and program evaluation.**

**Objective 1.1: Determine student needs and effectiveness of programs.**

Strategy 1.1.1: Strategy 1.1.1: Implement Council for the Advancement of Standards in Higher Education's Self Assessment Guides in each area. Begin implementation in summer 2007.

Strategy 1.1.2: Work with UNCP Institutional Research on using NSSE (National Student Survey of Engagement) data. Fall 2007 survey to include questions relevant to student development areas.

Strategy 1.1.3: Conduct monthly focus group sessions with students.

Strategy 1.1.4: Create and implement debriefing process after each program/event.

Strategy 1.1.5: Meeting every two weeks with direct reports as a group. One-on-one meetings between group meetings. Office staff meetings each week.

Strategy 1.1.6: Compare student compensation packages for positions within division to other campuses in state.

**Performance Indicator:** Assessment data will be used to determine future use of resources in these areas. Benchmark previous years NSSE data.

**Expected Outcome:** Assessment should lead to a more informed choice as to the allocation of resources.

**Objective 1.2: Use technology to reduce costs, monitor attendance and communicate with students.**

Strategy 1.2.1: Purchase software and hardware to track, register teams, student organizations and other groups.

Strategy 1.2.2: Revisit the method students are contacted through e-mail. Streamline the messages.

Strategy 1.2.3: Use integrated Banner and Cbord system to account for students attending events.

Strategy 1.2.4: Use Facebook and other non-university communications for advertising.

Strategy 1.2.5: Place as many information tools on line: student organization registration, student organization handbook, advisors handbook, programming guidelines and checklists.

Strategy 1.2.6: Use the new student interest survey to e-mail and telephone new students prior to their arrival at UNCP.

**Performance Indicator:** Higher levels of communication should lead to increased awareness of events and programs.

**Expected Outcome:** Students should attend more events, become better informed and retained at a higher level.

**Objective 1.3: Increase educational awareness of staff and students.**

Strategy 1.3.1: Support staff involvement in state, regional and national organizations related to their jobs.

Strategy 1.3.2: Network with staff counterparts at other UNC schools.

Strategy 1.3.3: Travel to other campuses to learn about their programs, events and facilities.

Strategy 1.3.4: Encourage presentations at UNCP and at conferences.

Strategy 1.3.5: Study “best practices” and commit to one developmental meeting a month on a specific topic.

Strategy 1.3.6: Provide opportunities for students in student organizations to network with their counterparts at other universities

Strategy 1.3.7: Encourage current students to invite perspective students to UNCP and their organizations.

**Performance Indicator:** Whether staff and students are “reaching” to learn through engagement in their field beyond the university.

**Expected Outcome:** New ideas, events and energy.

## **Goal 2: Address needs of commuter students.**

### **Objective 2.1: Market programs to commuter students.**

Strategy 2.1.1: Determine through focus groups and surveys what programs commuter students wish to attend.

Strategy 2.1.2: Use new, creative marketing strategies to convey message to commuter students.

Strategy 2.1.3: Work collaboratively with City of Pembroke and the Town/Gown committee. Establish commuter student advisory council.

Strategy 2.1.4: Programming with major student groups (SGA, ACE, CLS) working collaboratively to involve more commuter students.

Strategy 2.1.5: Target marketing to student groups who do not attend regularly (commuters, non-traditional age students)

**Performance Indicator:** Level of attendance and commuter student satisfaction with events.

**Expected Outcome:** Increase in the number of commuter students attending and higher satisfaction level with programs.

### **Objective 2.2: Encourage commuter students to remain on campus.**

Strategy 2.2.1: Create a weekend culture by collaborating with Athletics during the fall “football weekends.”

Strategy 2.2.2: Propose extended and expanded dance guidelines.

Strategy 2.2.3: Work collaboratively with Residence Life to promote weekend programming to include commuter students.

Strategy 2.2.4: Change “suitcase” college attitude by showcasing high interest programs on weekend nights rather than during the week.

Strategy 2.2.5: Provide staff with adequate comp time, sometimes comp days during the week in order for them to work on the weekends.

**Performance Indicator:** Whether students remain on campus or return to campus for activities.

**Expected Outcome:** Increase in number of programs and attendance.

### **Goal 3: Increase engagement by employees with students.**

#### **Objective 3.1: Fill all open positions and propose long range staffing plan.**

Strategy 3.1.1: Propose new positions in Student Life, Greek Life, Center for Leadership and Service.

Strategy 3.1.2: Explore office space options and best working scenario.

Strategy 3.1.3: Train student organization advisors to work effectively at student events outside normal office hours.

**Performance Indicator:** Increased morale, less burnout. A rise in staffing number at UNCP will hopefully become comparative to peer institutions.

**Expected Outcome:** A higher retention rate for students and staff.

#### **Objective 3.2: Target at risk first year students for intervention.**

Strategy 3.2.1: Create a pilot “meals with mentors” program for first year students (new or transfer) beginning fall 2007.

Strategy 3.2.2: Front load programming for the first six weeks of each long semester.

**Performance Indicator:** Whether the students who attend return for the next long semester.

**Expected Outcome:** Studies show new students decide in the first six weeks of their enrollment whether they intend to return to the school. By front-loading the programming (intervention) the outcome will hopefully be increased retention.

**Goal 4: Produce good citizens.**

**Objective 4.1: Nurture students to embrace critical values in an ever-changing world.**

Strategy 4.1.1: Challenge students in SGA and CLS to become responsible citizens by understanding and voting on local, state and national issues. Begin “get out the vote” campaign in fall 2007.

Strategy 4.1.2: Work collaboratively with Academic Affairs to bring Ethics Bowl to UNCP

Strategy 4.1.3: Implement a good neighbor program with the city for commuter students moving into Pembroke apartments/houses.

Strategy 4.1.4: Bring in speakers with the ability to articulate messages that are valued in society. Working collaboratively with Academic Affairs to support, co-sponsor and market their presentations.

**Performance Indicator:** Whether students embrace the values of good citizens as indicated in UNCP Police reporting data, judicial data, perceptions by the community and benchmark variables conducted in surveys.

**Expected Outcomes:** Values-based education has shown to not only increase retention but also reduce the number and range of inappropriate behaviors on university campuses.

**Goal 5: To seek additional funds to develop at least one new retention program.**

**Objective 5.1: To increase retention through a higher increase in interaction between students and faculty/staff.**

Strategy 5.1.1: Write and apply for at least one new grant a semester.

**Performance Indicator:** The level of student and employee involvement and “buy into” the program.

**Expected Outcome:** Retention will be higher for those students who have higher contact with UNCP faculty/staff.

## **Housing & Residence Life Goals and Objectives for 2007-2008**

**Goal 1: Provide adequate facilities for the health, safety, and physical needs of students that contribute to their ability to continue their education.**

**Objective 1.1: Implement the second year of the renovation plan in residential facilities.**

Strategy 1.1.1: Identify the scope of projects, select designer, review designs, and prepare for implementation.

**Performance Indicator:** By Fall Semester 2007, submit Special Project Form for 2008 summer project(s).

**Expected Outcome:** Complete renovation by the end of July 2008.

**Objective 1.2: Develop a plan for the opening of a new residence hall.**

Strategy 1.2.1: Attend and participate in the design and document phase of the project and monitor progress.

**Performance Indicator:** By Spring 2008, receive approved construction documents.

**Expected Outcome:** By Summer 2008, begin construction of a new residence hall.

**Objective 1.3: Relocate the central office upon completion of the UC Annex and provide minimal disruption in service to the UNCP community.**

Strategy 1.3.1: Attend construction meetings of the UC Annex and monitor progress of the construction schedule.

**Performance Indicator:** Relocate central office and provide full services by September 2007.

**Expected Outcome:** 80% of the students surveyed will indicate

service provided by the department will not be affected due to the relocation of the central office.

**Objective 1.4: Increase participation at the Greek Village, a housing complex for recognized Greek organizations.**

Strategy 1.4.1: In collaboration with the Director of Greek Life, meet with the Greek Council to determine needs.

**Performance Indicator:** By the conclusion of fall semester, meet with chapters not currently residing in the Greek community to discuss participation in the residential Greek community.

**Expected Outcome:** Increase participation in chapter housing for Greek organizations from four chapters to eight.

**Goal 2: Enhance and expand educational and developmental programming opportunities for residential students.**

**Objective 2.1: Develop programming relative to “hot topic” issues that are at the forefront of the news media and prevalent on college campuses.**

Strategy 2.1.1: To research topics using television and print media, internet resources, counseling and health care professionals and develop into programs which are relevant and beneficial to college students.

**Performance Indicator:** Using a survey as an evaluation tool, participants will be surveyed following each program to determine if programs are relevant and beneficial to them as college students.

**Expected Outcome:** 70% of the participants will indicate that the programs are relevant and beneficial.

**Objective 2.2: Incorporate more “theme” programming into the current programming structure.**

Strategy 2.2.1: Develop programming that will incorporate national and other widely recognized observances and themes.

**Performance Indicator:** Evaluate content of each program track and use survey instrument to determine the opinions of participants.

**Expected Outcome:** 70% of surveys completed will indicate that

participants gained new insight into different cultures and other issues of social relevance.

**Objective 2.3: Improve programming marketing and advertising strategies.**

Strategy 2.3.1: Require staff to take a more active role in promoting and advertising programs.

**Performance Indicator:** Change distribution of programming calendar from once each year to once each semester and utilize sign-sheets during each program.

**Expected Outcome:** Increase in the number of participants in residence life programming from previous year by 10%.

**Goal 3: Provide quality staff development opportunities.**

**Objective 3.1: Research and provide more staff development opportunities for the professional live-in staff.**

Strategy 3.1.1: Research opportunities available to professional staff through UNCP Human Resources training department, publications, & conferences.

**Performance Indicator:** Contact HR and inquire about staff development training opportunities for the year; begin gathering information on housing conferences; use staff evaluation and feedback to determine value of training and conferences.

**Expected Outcome:** Professional growth and development.

**Goal 4: Design a Residence Life web site that can be accessed using a link posted on the UNCP housing web page.**

**Objective 4.1: Increase resident access to information regarding UNCP Residence Life including programs offerings, important dates, staff.**

Strategy 4.1.1: Set-up and maintain web site.

**Performance Indicator:** Meet with UNCP departments to collaboratively determine criteria for the site and arrange training to set-up and maintain web site.

**Expected Outcome:** Launch web site during the 2007 Fall

Semester.

## **Givens Performing Arts Center Goals and Objectives for 2007-2008**

**Goal 1: Increase attendance at GPAC events and activities for 2007-2008.**

**Objective 1.1: Develop alternative sources for recruiting new subscribers and maintaining current subscribers for the Professional Artist Series while continuing to refine and improve practices already in place.**

Strategy 1.1.1: Direct market both subscription packages and single tickets to various civic clubs and organizations such as Rotary Clubs, Kiwanis, Lions Clubs and area Chamber of Commerce Organizations.

**Performance Indicator:** Number of presentations given to local clubs and organizations for the 2007-2008 season.

Strategy 1.1.2: Continue to offer a 10% discount to subscribers who renew before June 29, 2007 in order to maintain more of our current subscribers.

**Performance Indicator:** Number of customers taking advantage of renewal discounts.

Strategy 1.1.3: More aggressively promote discounted pricing offered to all state employees through state employee's website and individual departments. We currently offer state employees the alumni rate for subscriptions.

**Performance Indicator:** Number of responses received as a result of information on state employee's website and number of tickets sold to state employees.

Strategy 1.1.4: Develop and implement a *We Want You Back* campaign for lost subscribers offering them renewal discounts and other incentives.

**Performance Indicator:** Number of returning customers as a result of this campaign.

Strategy 1.1.5: Continue to offer substantial discounts to the UNCP

faculty and staff for season subscriptions and single tickets and incorporate various faculty/staff only receptions throughout the season. Also, continue to promote the utilization of payroll deduction for season tickets.

**Performance Indicator:** Number of faculty/staff purchasing season subscriptions and number of faculty and staff attending various receptions.

Strategy 1.1.6: Work in conjunction with the office of Alumni Affairs to develop a sales plan targeted specifically at UNCP Alumni. This plan will include direct mail and e-mail offers on subscriptions and single tickets.

**Performance Indicator:** Number of UNCP Alumni purchasing tickets for events during the 2007-2008 season.

Strategy 1.1.7: Purchase targeted, regional mailing list from mail houses. Our initial target will be 283 zip zoned customers who appear on participating New York theatre databases. These customers will receive our season brochure and special ticketing offers.

**Performance Indicator:** Number of potential customers added to our mailing list and the percentage of responses resulting in tickets sold to these new customers.

Strategy 1.1.8: Develop a GPAC Subscriber discount program in which subscribers receive a membership card that affords them discounts at local and regional restaurants and other merchants. This program will be tied to the GPAC website and will drive customers back to the GPAC for events and activities as well as discount information.

**Performance Indicator:** Number of merchants participating in program and subscribers overall interest in discount program.

**Expected Outcomes:** A minimum of 250 potential new customers added to our database and a 10% overall increase in subscriptions for the 2007-2008 season.

**Objective 1.2: Increase UNCP student involvement at GPAC events for the 2007-2008 Season.**

Strategy 1.2.1: Expand our marketing methods to include e-mail, text-messaging, use of Face Book, My Space and other

interactive measures to reach our UNCP students.

**Performance Indicator:** Implementation of such methods and students overall response rate.

Strategy 1.2.2: Host a series of student forums and events throughout the year to discuss both past and upcoming events, look at ways to reach the students and provide additional student only outreach activities.

**Performance Indicator:** Interest level of students in these forums and type of information received from them.

Strategy 1.2.3: Continue to offer free ticket vouchers to incoming students through Freshman Seminar.

**Performance Indicator:** Percentage of vouchers actually redeemed for tickets to events during the 2007-2008 season.

Strategy 1.2.4: Develop more creative marketing projects that focus around our residential students. Work in conjunction with the resident halls and apartment managers to create special events centered around activities at GPAC.

**Performance Indicator:** Number and types of events developed and number of students participating in said events.

Strategy 1.2.5: Host a minimum of one GPAC sponsored pre or post event reception with guest artist in attendance open only to UNCP students. Encourage student organizations to use GPAC events as club events for their members with pre-event socials.

**Performance Indicator:** Percentage of students attending events relevant to numbers attending show if post event and percentage of increase among student ticket sales as a result of event if pre-event.

**Expected Outcome:** A 10% increase in student ticket sales for the 2007-2008 season.

**Objective 1.3: Expand the GPAC Group Sales Program for 2007-2008.**

Strategy 1.3.1: Extend personal invitations to targeted groups instead of simply direct mail marketing. Meet with group leaders' one-one to encourage participation.

**Performance Indicator:** Number of meetings conducted and presentations offered on Group Sales program for 2007-2008 and the responses received.

Strategy 1.3.2: Work with local and regional transportation companies to offer them group packages that they might then sell to their customers.

**Performance Indicator:** Number of bus or shuttle trips planned by transportation companies and number of tickets sold as a result of these trips.

Strategy 1.3.3: Expand our definition of “group” to incorporate specific categories of professionals for specific events. For example, members of the local electric co-op could be eligible for a specific event, while members of the local teachers association might be eligible for a different event, etc.

**Performance Indicator:** Number of “group” events hosted and percentage of overall sales attributed to the specific groups during these events.

Strategy 1.3.4: Improve coordinator incentives for the group sales program, make the time investment worth it for the coordinator through the use of discounts and perks.

**Performance Indicator:** Increased interest from group coordinators and hence increased group sales numbers for their business or organization.

Strategy 1.3.5: Work with group coordinators to organize pre-event receptions and employee appreciation events to be used in conjunction with group tickets.

**Performance Indicator:** Number of groups approached who opt to take advantage of these receptions and the number of their employees and/or members who participate.

**Expected Outcome:** A minimum of ten (10) new group sales clients for 2007-2008 with a minimum average of 50 tickets sold per event for all Broadway and More, Nostalgia and Bonus events.

**Objective 1.4: Develop various special promotions for the enhancement of single ticket sales and reduction of day of show inventory.**

Strategy 1.4.1: “Thirty Under Thirty” Promotion. Solicit a sponsor to support a ticketing promotion directed at under 30 patrons. On day of event, the first 30 patrons to present identification proving that they are under 30 will receive a free ticket, inventory permitting. After those initial 30 tickets are gone, all other under 30 customers will receive two tickets for only \$30 (\$15 per ticket). Data will be collected on these customers to expand our current database.

**Performance Indicator:** Number of under 30 potential customers recruited and number of single tickets sold through this program.

Strategy 1.4.2: “Kiss and Tell.” As events at GPAC seem to be best enjoyed in pairs and couples enjoy spending time with other couples, GPAC will take advantage of those facts with this promotion. GPAC staff members, board members, season customers, sponsors and others, will be given “Kisses” that they may randomly bestow on couples attending GPAC events. These “kisses” also come with a gift certificate that entitles that couple to return to GPAC for the event of their choice, as long as they bring a guest couple who have never attended an event at GPAC. This promotion is intended to cultivate current customers in hopes of turning them into season patrons and invite new customers to the theatre. Another selling point for this promotion is the publicity we hope to generate from the media.

**Performance Indicator:** Number of “kisses” given and redeemed for the 2007-2008 season and the number of new customers as a result of being “kissed.” Also, amount of publicity received for promotion.

Strategy 1.4.3: Develop sponsor driven promotions and special events throughout the season. Use sponsors products and services to develop new ideas and promotions for not only the events that they are presenting but the entire season.

**Performance Indicator:** Sponsors willingness to participate in various promotional opportunities.

## **Goal 2: Increase non-ticket revenue for the 2007-2008 season.**

### **Objective 2.1: Increase support received from corporate, foundation, individual and private sources for the 2007-2008 season.**

Strategy 2.1.1: Evaluate and enhance the Friends of the Center benefits program which will include a year end thank you reception.

**Performance Indicator:** Number of benefits offered through this program and the value of said benefits as well as the number of new Friends and Friends who increase their giving level through this benefits program.

Strategy 2.1.2: Develop more specific sponsorship packages for potential supporters based on their product or service, their customers and their goals and objectives.

**Performance Indicator:** Number of sponsors committing for 2007-2008 and revenue generated from their support.

Strategy 2.1.3: Develop a sponsor evaluation plan to ensure that sponsors are receiving all of their promised benefits and all parties are benefiting from the partnership.

**Performance Indicator:** Satisfaction level of sponsors as gauged by a year end survey.

Strategy 2.1.4: Plan and implement a year end thank you luncheon for the annual participating sponsors at which pre-season commitments for returning sponsors is encouraged and rewarded.

**Performance Indicator:** Number of sponsors attending luncheon and percentage renewing support for upcoming season.

Strategy 2.1.5: Redesign the Broadway and More showbill format to make it more attractive to potential advertisers and offer “mini” single show ads as a way to introduce potential advertisers to the program.

**Performance Indicator:** Overall number of showbill ads sold and number of mini advertisers participating.

Strategy 2.1.6: Explore and apply for as many foundation, corporate and community grants as possible during the 2007-2008 season.

**Performance Indicator:** Number of grants applied for and resulting support from those applications.

**Expected Outcome:** A 20% increase in non-ticket revenue for the 2007-2008 season.

**Objective 2.2: Increase revenue generated from GPAC rental events**

for 2007-2008.

Strategy 2.2.1: Revise and update the GPAC rental policies and procedures and direct mail this information to potential clients.

**Performance Indicator:** Increased number of potential clients.

Strategy 2.2.2: Research the number of local and regional businesses, agencies and corporations who host annual meetings and offer GPAC for such meetings.

**Performance Indicator:** Number of bookings generated.

Strategy 2.2.3: Work in conjunction with the Regional Center to identify groups coming into the area that might benefit from general session meetings and entertainment sessions at GPAC.

**Performance Indicator:** Number of groups currently hosting events in area that might have expanded needs.

**Expected Outcome:** Ten percent increase in rental and ancillary income for the 2007-2008 fiscal year.

### **Goal 3: Continue to improve operational efficiency at GPAC.**

**Objective 3.1: To add an SPA Clerk I (Administrative Assistant) position for the GPAC Offices to handle switchboard operation, general customer service, accounts receivable and payable, administrative support for the Director, Assistant Director and Director of Marketing and additional support for Box Office Operations.**

Strategy 3.1.1: Develop the description for this position based on the joint needs of the facility and those of the management staff.

Strategy 3.1.2: Identify funding for this position.

Strategy 3.1.3: Advertise and fill this position.

**Expected Outcome:** More satisfied customers, more efficient and timely submission of invoices to accounts payable, timelier receipt of monies due to GPAC and better use of current managerial staff's time.

### **Goal 4: Continue to enhance and upgrade the appearance of GPAC through basic maintenance, repair and renovation.**

**Objective 4.1: Improve the overall appearance and efficiency of GPAC and its available spaces.**

Strategy 4.1.1: Post relevant signs with instructions for storage/usage of equipment and materials.

Strategy 4.1.2: Identify and clarify base level of neatness.

Strategy 4.1.3: Encourage all staff and workers to adhere to new concepts of neatness and conduct monthly inspections of their areas documenting any areas that need attention and submitting work orders as needed.

**Performance Indicator:** Overall appearance and organization of the facility.

**Expected Outcome:** Less time spent on setups due to facility being closer to performance status everyday. Ease of use of facility due to better organization.

**Objective 4.2: Identify and report deficiencies found in both the equipment and building as a result of the advancement in technology and equipment, coupled with the age of the building and the equipment found therein. (Ongoing objective)**

Strategy 4.2.1: Conduct regular inspections of the building; noting deficiencies in appearance, access, and use. Record findings and on a semi-annual basis (more often if needed), submit a detailed list of needs, along with justification and order of priority to GPAC Director.

Strategy 4.2.2: Identify issues related to ADA requirements, listing needs to enable the building to be brought up to current codes. Assistance in identifying code violations or issues may be required.

Strategy 4.2.3: Check equipment located throughout the building. Identify needs as defined by use and age of said equipment.

**Performance Indicator:** Identification of problems with equipment and the building as a whole. Identification of deficiencies and needed improvements in regards to ADA requirements.

**Expected Outcome:** A report will be issued that will list needs in order of priority, as defined by importance and use.

**Goal 5: Increase student employee recruitment, training, and retention.**

**Objective 5.1: Identify and recruit quality student employees in a**

**timely manner. Provide adequate training and compensation of these employees to aid in retention in order to reduce turnover and cost of training new employees.**

Strategy 5.1.1: Recruit students that have an aptitude necessary for the operation of a theatre space. The University Theatre Program provides a pool of students through the “Introduction to Theatre” class from which most current and former student workers have been recruited. Identify freshmen and sophomores with an interest in theatre.

Strategy 5.1.2: Train students in whatever aspect of theatre they show the most interest or aptitude. Provide additional opportunities for students to increase their knowledge base in order to benefit both the facility and the student’s overall education.

Strategy 5.1.3: Give students additional responsibilities and rewards, either monetary or any other means available, to aid in the retention of trained students over the time they are enrolled at UNCP.

**Performance Indicator:** Retention of trained student assistants for multiple years, three to four years preferred.

**Expected Outcome:** The overwhelming volume of work placed on the staff of GPAC can be reduced or assisted by a reliable trained student work force that is familiar with the operation of GPAC.

## **Student Health Services Goals and Objectives for 2007-2008**

**Mission Statement:** Student Health Services is committed to providing quality, cost effective health care and health education services that will assist students in maintaining an optimal state of health.

**Goal 1: Provide high quality and cost effective health services to students with a strong emphasis on prevention including, but not limited to, immunizations, health screenings and health education.**

**Objective 1.1: Ensure that all students enrolled in the university meet all N.C. Immunization Requirements.**

Strategy 1.1.1: Include a section on N.C. Immunization Requirements in the student handbook and catalog.

Strategy 1.1.2: Provide Health Forms and information to students regarding the N.C. Immunization Requirements at Freshmen Orientation.

Strategy 1.1.3: Provide immunizations to students at a low cost.

Strategy 1.1.4: Send letters to non-compliant students before the 30-day deadline.

**Performance Indicator:** Number of students non compliant at the 30 day deadline.

**Expected Outcome:** All students will comply with the N. C. Immunization Law.

**Objective 1.2: Offer health educational programs/services, that encourage/assist, students in developing healthy behaviors.**

Strategy 1.2.1: Provide Health Educational Programs in Residence Halls, Freshman Seminar Classes, Chavis University Center and at Student Health Services.

Strategy 1.2.2: Provide Health Screenings, HIV Screenings, STD Screenings, and Blood Pressure Screenings.

Strategy 1.2.3: Provide Family Planning Classes in conjunction with Robeson County Health Department.

Strategy 1.2.4: Provide incentives for student participation.

Strategy 1.2.5: Annual Pembroke Day Health Fair and Family Planning Health Fair.

Strategy 1.2.6: Health Education Brochures/Bulletin Boards in waiting area and at health programs.

Strategy 1.2.7: World AIDS Week Programming.

**Performance Indicator:** Number of programs and student participation.

**Expected Outcome:** Number of programs will increase; increase in participation in programs, student will become knowledgeable regarding health issues.

**Objective 1.3: Evaluate on-going services.**

Strategy 1.3.1: Develop a patient satisfaction survey tool.

Strategy 1.3.2: Distribute satisfaction surveys to students after services have been rendered.

Strategy 1.3.3: Collect and analyze data from completed surveys.

**Performance Indicator:** Number of surveys administered and students' response.

**Expected Outcome:** Services will be evaluated and adjusted to meet the needs of the students.

**Time Line:** Services and programming will be reviewed annually.

**Assessment Procedure:** Director will compile data on services and programs and include numbers in the annual report. The number of students and staff requesting health services and programming will be reviewed annually. The number of students requesting health screening will also be reviewed.

**Use of Assessment Data:** Director will evaluate data to make changes and to increase health services as needed.

**Goal 2: Provide an affordable student health insurance plan that fits the need of the student.**

**Objective 2.1: Keep the insurance premium at an affordable rate.**

Strategy 2.1.1: Work closely with the North Carolina Association of Insurance Agents to develop an affordable student health plan that continues to provide coverage to intramural sports.

Strategy 2.1.2: Establish an insurance plan with a low premium.

Strategy 2.1.3: Review claims monthly with insurance company.

Strategy 2.1.4: Continue to increase services at SHS so that students require less referrals to outside agencies.

**Performance Indicator:** An affordable health insurance coverage plan for all students that is updated yearly.

**Expected Outcome:** Low premium with adequate coverage.

**Time Line:** Insurance policy will be reviewed annually.

**Assessment Procedure:** Director will meet with North Carolina Association of Insurance Agents to review policy and make changes as needed. The premium cost and number of students who participate in the school health insurance plan will be reviewed.

**Use of Assessment Data:** Director will evaluate the insurance policy to ensure that UNCP students have adequate insurance coverage.

**Goal 3: Incorporate a medical management software program (Medicat) to help with immunization requirements, scheduling appointments and data collection.**

**Objective 3.1: Provide a medical software program to staff that is user friendly, increases staff productivity and provides reporting capabilities.**

Strategy 3.1.1: Purchase software program.

Strategy 3.1.2: Provide staff training.

Strategy 3.1.3: Implement patient appointment scheduling through Medicat.

Strategy 3.1.4: Start in-putting data that can be used for report collection.

**Performance Indicator:** Provide a software program that tracks visits, has an appointment scheduling system and tracks immunization requirements.

**Expected Outcome:** Medical Software will help with tracking immunization compliance and enhance reporting capabilities.

**Time Line:** End of Fall 2007.

**Assessment Procedure:** Director and Student Health Services staff will receive training on new software and start using the software.

**Use of Assessment Data:** Appointments and immunization data will be entered into the new software. Medical Reports will be generated for annual reporting.

**Goal 4: Provide continuing education opportunities to the staff that strengthen the ability to meet students' needs.**

**Objective 4.1: Encourage staff to build upon their nursing skills for effectively delivering skills-based health education and quality health care.**

Strategy 4.1.1: Share professional development opportunities with staff.

Strategy 4.1.2: Budget for staff professional opportunities.

Strategy 4.1.3: Encourage continuing education and allow staff to attend in-service trainings.

Strategy 4.1.4: Encourage effective individual communication and team building concepts.

**Performance Indicator:** Professional staff will attend appropriate conferences, in-service training and renew their nursing certifications.

**Expected Outcome:** Knowledge of new developments in college health.

**Time Line:** Training will be provided as needed. Staff will participate in development opportunities as desired. Evaluations will be conducted annually.

**Assessment Procedure:** Discussions with staff regarding training opportunities. Evaluate number of training sessions each staff nurse attends.

**Use of Assessment Data:** Director will encourage professional staff development and evaluate training programs.

**Goal 5: Provide a facility that is safe, attractive, and comfortable and meets OSHA requirements.**

**Objective 5.1: Enhance the waiting room environment.**

Strategy 5.1.1: Budget for enhancement to the waiting room.

Strategy 5.1.2: Develop a plan and cost estimates for improvements to the waiting room.

Strategy 5.1.3: Collaborate with vendors on purchasing new waiting room furniture.

Strategy 5.1.4: Purchase new healthcare approved waiting room furniture.

**Performance Indicator**: Enhanced waiting room.

**Expected Outcome**: A waiting room that has healthcare approved furniture and is conducive to serving students needs.

**Objective 5.2: Upgrade one of the examination rooms.**

Strategy 5.2.1: Budget for the upgrade.

Strategy 5.2.2: Develop a plan and cost estimates for the upgrade of the examination room.

Strategy 5.2.3: Collaborate with vendors and receive quotes.

Strategy 5.2.4: Purchase new examination table and other necessary medical items.

**Performance Indicator**: Reliable equipment.

**Expected Outcome**: Examination table and medical equipment will be upgraded.

**Time Line**: Waiting room furniture and examination room equipment will be upgraded by the end of the Fall 2007 semester.

**Assessment Procedure**: Director will evaluate equipment and furnishings purchased.

**Use of Assessment Data**: Director will assess customer satisfaction and make upgrade to equipment and furnishings as needed.

**James B. Chavis University Center  
Goals and Objectives for 2007-2008**

**Mission Statement**: To encourage and support the educational, social, and cultural enrichment of students by creating an environment of opportunity for student, faculty, staff, and community interaction.

**Goal 1: Improve the quality of facilities, programs, services and provide accessible, safe, and sufficient facilities, space, and equipment.**

**Objective 1.1: Promote programs and services.**

Strategy 1.1.1: Program the Electronic Marquee System scheduler for automatic updates.

Strategy 1.1.2: Submit commercial information to The University Network (TUN) creative team on a regular basis.

Strategy 1.1.3: Program TUN announcements directly to display.

**Performance Indicator:** Number of requests to post announcements and the number posted; number and quality of commercials produced; accuracy of postings and timelines observed.

**Expected Outcome:** Communication gaps will be minimized. Number of requests to post announcements will increase by 5%. Commercials will increase marketing of UC and Student Affairs events and increase program participation.

**Objective 1.2: Collaborate with Facilities Planning to assess space utilization, expansion needs and improve facility configurations.**

Strategy 1.2.1: Combine the computer lab with the 24-hour lab and relocate to the first floor of the University Center.

Strategy 1.2.2: Redesign conference room 233.

Strategy 1.2.3: Create room drawings for all reservable spaces.

Strategy 1.2.4: Replace interior building signage.

Strategy 1.2.5: Serve on the Student Affairs Space Assessment Team.

Strategy 1.2.6: Redesign Information Desk/Discontinue Student Supply Store.

Strategy 1.2.7: Install Walker Wireless people counters.

Strategy 1.2.8: Renovate the University Center lounge.

Strategy 1.2.9: Convert 2<sup>nd</sup> floor lab space to conference space.

**Performance Indicator:** Evaluation and redesign of existing spaces. Number of facility users.

**Expected Outcome:** Facility configurations will be improved. Accurate counts for facility usage.

**Objective 1.3: Form an advisory council for the University Center/Annex.**

Strategy 1.3.1: Meet with stakeholders to discuss options.

Strategy 1.3.2: Review websites and contact other student centers about the role of an advisory council.

**Performance Indicator:** Establishment of advisory council.

**Expected Outcome:** Advisory Council will be established and goals/objectives identified.

**Objective 1.4: Develop a comprehensive plan for equipment replacement, facility enhancement, and renovation.**

Strategy 1.4.1: Determine renovation projects and provide budget.

Strategy 1.4.2: Work with Facilities Planning and Construction to plan projects.

Strategy 1.4.3: Evaluate existing furnishings/equipment.

**Performance Indicator:** Completion of renovation projects and updated furnishings/equipment.

**Expected Outcome:** Lounge renovation project will be completed. The 24-hour computer lab project will be completed and the game room project finalized.

**Objective 1.5: Enhance security in facilities.**

Strategy 1.5.1: Hire full-time evening building manager.

Strategy 1.5.2: Install panic devices in service areas.

**Performance Indicator:** Establishment of position and number of panic devices installed.

**Expected Outcome:** Theft and damages will be minimized.

Faster response time with panic devices. Enhance services/programs with additional full-time staff.

**Time Line:** Beginning of 2007-2008 academic year/ongoing.

**Assessment Procedure:** Number of programs offered and the number of participants. Number of patrons using facilities. Improvements to facility configurations. Director will compile and include numbers in the annual report. Formation of advisory council. Meet with Facilities Planning and Construction to evaluate completion of items. Review inventory of equipment and furnishings to determine replacement needs. Renovation of University Center lounge. Creation of 24-hour computer lab. Evening building manager will be hired and panic devices installed.

**Use of Assessment Data:** To improve the overall quality of the facility and make changes as necessary. Policy assessment and customer satisfaction. Goals/objectives of advisory council will be established. Pending items will be time-lined and inventories replaced. Security measures will be reviewed to determine additional measures to be added, if any.

## **Goal 2: Streamline facility usage guidelines/procedures.**

### **Objective 2.1: Establish policies for University Center Annex that correlate with University Center policies.**

Strategy 2.1.1: Administer survey to evaluate existing programs and services.

Strategy 2.1.2: Computerized room reservations.

Strategy 2.1.3: Utilization of support staff to handle reservations.

**Performance Indicator:** Number of facility users. Number of programs and workshops offered and attendance rates. Selection of room reservation software.

**Expected Outcome:** Accurate counts for facility usage. Efficient and effective room reservation procedures. Increased participation in programs. Administrative support with facility reservations will enhance the process.

**Time Line:** Beginning of 2007-2008 academic year/ongoing.

**Assessment Procedure:** Established policies/procedures.

Accuracy of room assignments.

**Use of Assessment Data:** Survey results will be used to assess policy implementation and make changes as necessary in procedures.

**Goal 3: Provide a comprehensive student employment program and staff development program.**

**Objective 3.1: Encourage student/staff employees to enhance employment and customer service skills.**

Strategy 3.1.1: Employees will attend an orientation program.

Strategy 3.1.2: Purchase employee t-shirts.

Strategy 3.1.3: Participate in staff development/training programs.

**Performance Indicator:** Viable orientation program and improved customer service. Employee evaluations. Staff will attend appropriate workshops, participate in staff development trips and in-service training.

**Expected Outcome:** Retention rate for student employees will increase. Higher customer service ratings. Enhanced skills and new ideas for areas and increased morale for full-time staff.

**Objective 3.2: Streamline/strengthen/enrich student employment program.**

Strategy 3.2.1: Develop an employee recognition program.

Strategy 3.2.2: Redesign the employee training manual.

**Time Line:** During the 2007-2008 academic year/ongoing.

**Assessment Procedure:** Review of employee performance, rating sheets, and recognition program. Number of training sessions each staff member attends.

**Use of Assessment Data:** Student employment program will be changed as needed. Encourage staff development.

**Goal 4: Market and expand services/programming in game room.**

**Objective 4.1: Promote bowling area upgrades.**

Strategy 4.1.1: Partner with Academic Affairs to increase bowling classes.

Strategy 4.1.2: Schedule and market promotions and tournaments.

Strategy 4.1.3: Marketing of bowling leagues.

Strategy 4.1.4: Collaborate with groups on programming options.

**Performance Indicator:** Number of co-sponsored events. Number of groups scheduled. Number of programs and classes offered.

**Expected Outcome:** Co-sponsored events, classes, programs and groups will increase.

**Time Line:** Ongoing.

**Assessment Procedure:** The expansion of services and programs offered.

**Use of Assessment Data:** To ensure that UNCP students have additional recreational opportunities and academic choices through bowling classes. To provide for the needs of commuter students.

## **Counseling and Testing Goals and Objectives for 2007-2008**

**Mission Statement:** As a component of the Student Affairs Division, the Counseling and Testing Center's mission is to assist students in defining and accomplishing personal and academic goals and in integrating cognitive and effective skill development.

**Goal 1: Provide for the psychological and emotional welfare of students through services and programs that contribute to their ability to continue their education.**

**Objective 1.1: Continue to provide mental health counseling services and education to students with personal concerns that interfere with their academic progress.**

Strategy 1.1.1: Obtain a counselor intern and support resources to assist in providing quality services.

Strategy 1.1.2: Provide student counseling.

Strategy 1.1.3: Provide psychiatric consultation.

**Performance Indicator:** Students will be seen on a timely basis for individual and group counseling, without the use of a waiting list.

**Expected Outcome:** All students seeking mental health services will have them provided by the Counseling Center or an appropriate referral will be made.

**Objective 1.2: Strengthen the ability to meet students' needs through professional development and knowledge enhancement.**

Strategy 1.2.1: Assist each counselor to attend at least one convention, workshop, or conference of their choosing.

Strategy 1.2.2: Encourage and support staff to pursue specialization areas.

Strategy 1.2.3: Conduct evaluation of services and monitor quality.

**Performance Indicator:** Counseling Center staff will maintain all professional licenses and credentials.

**Expected Outcome:** Staff will have a wide range of knowledge and expertise, be current with trends and issues in the counseling field, and update referral sources as needed.

**Objective 1.3: Enhance efficiency of the office procedures.**

Strategy 1.3.1: Continue Titanium training for staff focusing on new features that are a major component of paperless record keeping.

Strategy 1.3.2: Implement a comprehensive client assessment package using the CSCSMH Comprehensive Data Set as a base.

Strategy 1.3.3: Implement transition to paperless client records utilizing laptop computers for direct client data input.

**Performance Indicator:** Increased use of electronic scheduling and data storage.

**Expected Outcome:** Overall increase of timeliness of client contacts and enhanced ability of outcome tracking.

**Goal 2: Provide testing for increased academic opportunities and self-awareness for current and potential students.**

**Objective 2.1: Administer placement tests for new UNCP students.**

Strategy 2.1.1: Keep pace with enrollment growth and offer increasing opportunities for testing.

**Performance Indicator:** Testing will be available for all those needing testing services.

**Expected Outcome:** Testing will be made as user friendly and efficient as possible to achieve maximum testing use.

**Objective 2.2: Investigate need for testing facilities to meet the requirements of test producers so that we may offer the ever increasing assortment of computer-based and internet-based tests.**

Strategy 2.2.1: Establish a timeline to fully fund purchase of necessary space, computers and other testing paraphernalia.

Strategy 2.2.2: Fully fund personnel to conduct testing activities.

**Performance Indicator:** Testing center will be certified to give an array of tests.

**Expected Outcome:** UNCP students and local citizens will have a more convenient testing location.

**Objective 2.3: Administer graduate admission and other academic tests for UNCP students and the community.**

Strategy 2.3.1: Offer the Miller Analogies Test on a weekly basis (computer-based).

Strategy 2.3.2: Offer the Test of English as a Foreign Language on a monthly basis (internet-based).

Strategy 2.3.3: Offer the College Level Examination Program on a weekly basis (computer-based).

Strategy 2.3.4: Continue to pursue permission from ETS to

administer the GRE.

**Objective 2.4: Administer undergraduate entrance tests for programs such as education and nursing.**

Strategy 2.4.1: Continue to pursue permission from ETS to offer the PRAXIS and from other organizations to offer other tests.

**Performance Indicator:** Testing will be available for all those needing testing services.

**Expected Outcome:** Testing will be made as user friendly and efficient as possible to achieve maximum testing use.

**Goal 3: Increase wellness education campus wide.**

**Objective 3.1: Evaluate on-going programs and promote wellness.**

Strategy 3.1.1: Collect and analyze data from student wellness survey.

Strategy 3.1.2: Offer various screenings for depression, anxiety, eating disorders, etc.

Strategy 3.1.3: Conduct specific wellness related programs such as sexual responsibility, healthy decision-making, and substance use.

**Performance Indicator:** Data is collected and analyzed throughout the semester.

**Expected Outcome:** Wellness will increase campus wide.

**Objective 3.2: Reduce tobacco use in the campus community.**

Strategy 3.2.1: Promote NC Quitline.

Strategy 3.2.2: Conduct data collection about campus tobacco use.

Strategy 3.2.3: Meet with UNCP Tobacco Task Force on monthly basis for feedback, strategy, and direction on issues related to tobacco policy and cessation.

Strategy 3.2.4: Use NC HWTF grant to assess and promote cessation activities and to develop a campus tobacco use policy.

**Performance Indicator:** Tobacco use decreases. Campus

members increasingly use quit assistance.

**Expected Outcome:** Overall increase of awareness of wellness lifestyle choices regarding tobacco.

**Objective 3.3: Provide RAD (Rape Aggression Defenses) classes to the female students.**

Strategy 3.3.1: Offer RAD for credit as well as offering non credit RAD workshops.

Strategy 3.3.2: Provide on going training for the RAD instructors.

Strategy 3.3.3: Conduct evaluations of each program and monitor for quality at the end of each workshop.

**Performance Indicators:** RAD workshops will be well attended and have positive outcomes with each workshop evaluation.

**Expected Outcome:** Each woman who participates in a RAD class will develop and enhance the options of self-defense so they may become viable considerations to the woman who is attacked.

**Goal 4: Help develop leadership skills, self-awareness and helping skills in students.**

**Objective 4.1: Provide training for campus peer-educators and student leaders.**

Strategy 4.1.1: Continue the leadership training with BACCHUS certification of peer educators.

Strategy 4.1.2: Take APPLE Corps members to at least one conference off-campus.

Strategy 4.1.3: Have APPLE Corps members develop and implement two campus wide interactive wellness events per semester that address personal wellness needs of students.

Strategy 4.1.4: Allow APPLE Corps members to self govern by recruiting, interviewing, and training new members to run organization through structured committees.

Strategy 4.1.5: Provide workshops for LSOP certification track in health and wellness.

**Performance Indicator:** Peer educators and student leaders will

attend training opportunities.

**Expected Outcome:** Peer educators and student leaders will have a foundation of training and a basic skill set to educate others in specific areas.

**Objective 4.2: Provide training and assistance for campus resident hall assistants and supervisors.**

Strategy 4.2.1: Provide structured and as needed training for RA concerns and campus issues.

Strategy 4.2.2: Network with Student Affairs personnel to collaborate on student needs.

**Performance Indicator:** Residence Life staff will attend training opportunities.

**Expected Outcome:** Residence Life staff will have a foundation of training and a basic skill set to adequately manage residence life issues.

**Goal 5: Increase student welfare by increasing awareness of negative consequences of alcohol and other drugs.**

**Objective 5.1: Coordinate and implement the campus alcohol prevention, intervention, and education efforts.**

Strategy 5.1.1: Campus committees will remain active in developing and implementing programs and policies aimed at reducing alcohol use on campus.

- a. Coalition to Prevent Alcohol Related Consequences - CPARC campus/community organizer will chair coalition. Coalition will implement strategic plan to reduce availability of alcohol to underage students and to promote positive social norms. Coalition will develop sustainability plan for long-term implementation of environmental strategies.
- b. Alcohol and Drug Abuse Prevention Team (ADAPT) - CPARC campus/community organizer will chair committee. Committee will meet quarterly for review and approval of campus alcohol policies, apply for grants, review trends regarding alcohol and drug violations and make recommendations as necessary.

Strategy 5.1.2: Update and publish official campus drug policy.

Strategy 5.1.3: Continue to co-sponsor the wellness programs with Student Health Services.

Strategy 5.1.4: Provide a copy of the Drug Policy to each enrolled student.

Strategy 5.1.5: Seek grant resources to increase prevention efforts.

Strategy 5.1.6: Present drug and alcohol education program to all FRS100 students.

**Performance Indicator:** Alcohol use on campus decreases to assist in promoting a healthier learning environment.

**Expected Outcome:** Awareness of negative effects of alcohol increases.

**Objective 5.2: Provide drug assessment, education, and counseling to students who violate the drug policy.**

Strategy 5.2.1: Provide consultation and referrals for drug treatment.

Strategy 5.2.2: Administer drug use assessment, education, and intervention to student violators of the campus Drug Policy.

**Performance Indicator:** Alcohol use on campus decreases to assist in promoting a healthier learning environment.

**Expected Outcome:** Awareness of negative consequences of drug use increases.

## **Career Services Center Goals and Objectives for 2007-2008**

**Mission Statement:** The mission of The University of North Carolina at Pembroke Career Center is to provide a comprehensive program of career development services and activities for all students and alumni. The Career Center offers services to assist students in clarifying their career choices, defining their job search strategies, and pursuing internship/co-op, employment, and/or graduate school opportunities.

**Goal 1: Continue to develop innovative programs and services designed to educate students about the career planning process and to guide them through it.**

**Objective 1.1: Offer specific programs for UNCP's Annual Career Development Week in October/November 2007.**

Strategy 1.1.1: Evaluate 2006 Career Development Week and redesign/refocus programming as appropriate.

**Performance Indicator:** Participation levels and evaluations completed by attendees.

**Expected Outcome:** Continue to develop this tradition at UNCP and provide UNCP students with an enhanced understanding of the services available in the Career Center. In addition, students will gain exposure to the importance of lifelong career planning and will develop practical skills necessary for career-planning success.

Strategy 1.1.2: Incorporate Career Expo and Business Etiquette Dinner into Career Development Week and schedule for October instead of November.

**Performance Indicator:** Incorporation of new events and new schedule.

**Expected Outcome:** Renewed energy and enthusiasm for Career Development Week and related events. Increase in participation and attendance. Increased visibility for Career Center.

**Objective 1.2: Continue to provide innovative career-related workshops and presentations to prepare UNCP students for lifelong career planning.**

Strategy 1.2.1: Develop new and creative ways to educate students on various career-related topics incorporating programs such as "Working Lunches" and a "Careers In..." series.

**Performance Indicator:** Participation levels and evaluations completed by attendees.

**Expected Outcome:** Increased participation and efficiency of information delivery in Career Center events.

Strategy 1.2.2: Continue to focus on presenting in classrooms and other group settings.

**Performance Indicator:** Calendar of Career Center events and faculty/student participation.

**Expected Outcome:** Students will have greater access and exposure to workshops and services of the Career Center and will develop career planning and job search skills. Career Center staff will “go to the students” instead of waiting for them to come to the Career Center.

Strategy 1.2.3: Incorporate participation from employers and alumni into Career Center programming and events.

**Performance Indicator:** Numbers of employer representatives and alumni invited to participate and participants.

**Expected Outcome:** Students will have the benefit of learning from people currently in the “real” world. This will add more hands-on and practical aspects to Career Center programming and events.

Strategy 1.2.4: Develop and implement Career Center Orientation for students (and perhaps alumni).

**Performance Indicator:** Career Center Student Orientation evaluations on learning outcomes.

**Expected Outcome:** Increased knowledge of Career Center programs and services, understanding of policies and procedures related to on-campus recruiting, etc. Reinforce the mission and philosophy of the Career Center and the services available to students and alumni.

**Objective 1.3: Expand options for access to career-related information.**

Strategy 1.3.1: Evaluate and update handouts and links on Career Center Web site as needed.

**Performance Indicator:** Up-to-date information provided throughout the year.

**Expected Outcome:** Students, alumni, and all other groups will have easier access to career-related handouts on topics such as resume writing and interviewing and will be assured of its accuracy and relevance.

Strategy 1.3.2: Add additional workshops, in PowerPoint format with audio, to Career Center Web site.

**Performance Indicator:** Access to online workshops via Career Center web site.

**Expected Outcome:** Increased access to information provided in workshops for all students, particularly those at satellite campuses, and for alumni.

**Objective 1.4: Continue to develop partnership between UNCP and Roadtrip Nation (RTN) and to market the RTN opportunity to UNCP students.**

Strategy 1.4.1: Create targeted marketing strategy for notifying students, faculty, staff, and parents about the Roadtrip Nation Project.

**Performance Indicator:** At least three applications to the RTN grant program from UNCP students.

**Expected Outcome:** Students will increase their understanding of opportunities available to them through networking and career planning. Increase in UNCP students applying for RTN grants.

Strategy 1.4.2: Integrate the Roadtrip Nation Project into Freshman Seminar presentation to focus on expanding how students view and experience career planning.

**Performance Indicator:** Evaluations from seminar instructors and student participants.

**Expected Outcome:** New UNCP students will gain practical knowledge about the incredible opportunity available through Roadtrip Nation and about the services of the Career Center. Increase in UNCP students applying for RTN grants.

Strategy 1.4.3: Integrate the Roadtrip Nation Project into a variety of campus programs and departments such as CHAMPS/Life Skills Program.

**Performance Indicator:** Increase in number of students attending RTN presentation.

**Expected Outcome:** UNCP students will gain practical knowledge

about the incredible opportunity available through Roadtrip Nation and about the services of the Career Center. Increase in UNCP students applying for RTN grants.

**Goal 2: Offer enhanced Employment Services through the Career Center.**

**Objective 2.1: Hire new Assistant Director of Employment Services as addition to the Career Center team.**

Strategy 2.1.1: Develop Assistant Director of Employment Services position and advertise according to State of North Carolina policies and procedures.

**Performance Indicator:** Conduct search and have new Assistant Director in place by July 1, 2008.

**Expected Outcome:** Addition of new position to Career Center team. Enhanced outreach to employers and increase in employer participation and opportunities for students.

**Objective 2.2: Increase number of employers offering job opportunities to UNCP students.**

Strategy 2.2.1: Identify employers with potential to hire UNCP students for internships and/or permanent positions in Pembroke and surrounding areas.

**Performance Indicator:** At least ten additional on-campus interviewing opportunities and twenty job vacancy postings with Career Center on behalf of employers in Robeson County.

**Expected Outcome:** Increase in job opportunities for UNCP students.

Strategy 2.2.2: Visit prospective employers to provide them with information about recruiting UNCP students. Encourage them to participate in on-campus recruiting and Career Fairs, and to post announcements for internships, part-time, and permanent positions with the Career Center.

**Performance Indicator:** Addition of at least twenty new participants in career fairs and on-campus recruiting.

**Expected Outcome:** Increase in career fair and on-campus recruiting participation and job opportunities for students.

Strategy 2.2.3: Work with Advancement/Corporate and Foundation Relations to coordinate visits with employers and share information/resources.

**Performance Indicator:** Joint participation with Advancement.

**Expected Outcome:** Increase in employer awareness of services and programs available to assist them in recruiting and hiring UNCP students/alumni.

Strategy 2.2.4: Building on new involvement with the Florida High-Tech Corridor, invite employers from that organization to Career Expo and on-campus interviewing.

**Performance Indicator:** Number of employers from Corridor that recruit UNCP students.

**Expected Outcome:** Increase in employer awareness of services and programs available to assist them in recruiting and hiring UNCP students/alumni. Increase in opportunities for UNCP students/alumni.

Strategy 2.2.5: Clean-up Brave Opportunities and Career Fair databases in preparation for change to larger Career Expo format and in effort to increase employer involvement on campus.

**Performance Indicator:** Cleaner data to be used in employer services.

**Expected Outcome:** Data that is easier to use and track.

**Goal 3: Promote and market programs and services of the Career Center for the purpose of increasing active participation and involvement.**

**Objective 3.1: Establish chapter of Delta Epsilon Iota, the academic honor society focused on career development, at UNCP.**

Strategy 3.1.1: Work with National Office to identify prospective students to become charter members at UNCP.

**Performance Indicator:** Successful initiation and installation of chapter in Fall 2007 or Spring 2008.

**Expected Outcome:** Increased opportunities for students to focus on their career planning and development through a structured, career centered student organization.

**Objective 3.2: Consider establishing career peer mentoring program instead of chapter of Delta Epsilon Iota.**

Strategy 3.2.1: Research similar programs at other colleges and universities.

**Performance Indicator:** Contacts with colleagues at other colleges and universities.

**Expected Outcome:** Increase understanding of peer mentoring groups and their effectiveness in career development programming.

**Objective 3.3: Implement and continue on-going evaluation of overall marketing plan and promotional materials for the Career Center.**

Strategy 3.3.1: Use a variety of media to increase knowledge of Career Center programs and services.

**Performance Indicator:** Increase in student and alumni participation in Career Center programs and services.

**Expected Outcome:** Enhanced career-planning skills among UNCP students and alumni.

**Objective 3.4: Increase awareness of Career Center programs and services among faculty and staff.**

Strategy 3.4.1: Develop and implement Career Center Orientation sessions for faculty and staff.

**Performance Indicator:** Career Center Faculty/Staff Orientation evaluations on learning outcomes.

**Expected Outcome:** Increased knowledge of Career Center programs and services, as well as appropriate roles for faculty in student recruiting among faculty and staff. Reinforce the mission and philosophy of the Career Center and the services available to faculty and their students. Educate faculty/staff on appropriate roles in the student recruitment process. Encourage faculty and staff to become active participants in the work of the Career Center.

Strategy 3.4.2: Participate in Faculty Development Day, perhaps by sponsoring a meal during the event.

**Performance Indicator:** Increased involvement and knowledge among faculty.

**Expected Outcome:** New faculty will be introduced to the mission and philosophy of the Career Center, the services available to them and their students, and will be active participants in the work of the Career Center.

Strategy 3.4.3: Promote use of faculty web page at Career Center web site.

**Performance Indicator:** Increase in use of web site.

**Expected Outcome:** Faculty will be more knowledgeable regarding the career-related needs of students and will have a resource for assisting students in meeting these needs.

Strategy 3.4.4: Continue to encourage faculty to invite Career Center staff into classes and student group meetings for career-related workshops and presentations.

**Performance Indicator:** Increased participation in workshops and presentations among students.

**Expected Outcome:** More opportunities for students to participate in workshops and presentations to prepare them for lifelong career planning.

Strategy 3.4.5: Send targeted mailing with Career Center marketing piece to faculty.

**Performance Indicator:** Delivery to faculty mailboxes by September 2007.

**Expected Outcome:** Increased utilization of Career Center by faculty members for the benefit of students. Increased knowledge regarding the mission and philosophy of the Career Center and the services available to them and their students, particularly in-class presentations and workshops with emphasis on the 2007 – 2008 Career Center theme.

**Objective 3.5: Increase exposure of *Brave Opportunities*, the Career Center online newsletter.**

Strategy 3.5.1: Distribute hard copies of newsletter to key campus offices.

**Performance Indicator:** Monthly distribution of hard copies.

**Expected Outcome:** Increased visibility of *Brave Opportunities* newsletter and traffic to the Web version.

Strategy 3.5.2: Post hard copies of newsletter around campus.

**Performance Indicator:** Monthly posting of hard copies.

**Expected Outcome:** Increased visibility of *Brave Opportunities* newsletter and traffic to the Web version.

Strategy 3.5.3: Send e-mail announcement about newsletter to faculty, staff, and students each month. Include PDF version of newsletter as an attachment.

**Performance Indicator:** Monthly announcements.

**Expected Outcome:** Increased visibility of *Brave Opportunities* newsletter and traffic to the Web version.

**Objective 3.6: Increase exposure to Career Center activities among commuter students and students at satellite campuses.**

Strategy 3.6.1: Communicate with key personnel at satellite campuses regarding Career Center events/services (particularly Career Expo and Business Etiquette Dinner) and publicize through these individuals.

**Performance Indicator:** Increased communication and marketing to satellite campuses.

**Expected Outcome:** Increased knowledge of Career Center programs/events and increased participation among students at satellite campuses.

Strategy 3.6.2: Develop program of outreach for commuter students.

**Performance Indicator:** Increased marketing targeting commuter students.

**Expected Outcome:** Increased knowledge of Career Center programs/events and increased participation among commuter students.

Strategy 3.6.3: Market online PowerPoint workshops to satellite campuses.

**Performance Indicator:** Increased use of resources by students from these campuses.

**Expected Outcome:** Increase in career-planning preparedness and Career Center services among students at satellite campuses.

**Objective 3.7: Increase alumni involvement and use of Career Center programs and services.**

Strategy 3.7.1: Publicize Alumni Career Connection through mailings and a targeted event co-sponsored by the Office of Alumni Relations.

**Performance Indicator:** New strategies for publicizing ACC.

**Expected Outcome:** Increased number of alumni mentors in Alumni Career Connection.

Strategy 3.7.2: Develop collaboration with Student-Alumni Association.

**Performance Indicator:** New relationships with Alumni Office, students, and alumni.

**Expected Outcome:** Increase in alumni and student participation in Career Center programs and services.

Strategy 3.7.3: Participate in Homecoming activities.

**Performance Indicator:** Scheduling and implementing events in Fall 2007.

**Expected Outcome:** Opportunities for students to learn about a variety of careers, first-hand, from UNCP alumni.

## **Office of Student Life Goals and Objectives for 2007-2008**

**Mission Statement:** To complement the University's academic curriculum and to enhance the overall educational experiences of students through the development of leadership opportunities and exposure to social, cultural, recreational and civic programs.

**Goal 1: Provide advisement and counseling for student organizations.**

**Objective 1.1: Provide effective advisement to the Student Government Association.**

Strategy 1.1.1: Contact as many students as possible to alert them about opportunities in SGA. Speak to Freshman Seminar classes; recruit at Orientation sessions; speak to transfer students.

**Performance Indicator:** Number of students who declare candidacy for general and freshmen elections.

**Expected Outcome:** All SGA Senator positions will be filled each fall.

Strategy 1.1.2: Encourage SGA to participate in campus and community service activities.

**Performance Indicator:** Number of community and campus service activities performed by members of SGA.

**Expected Outcome:** More positive visibility for the organization.

Strategy 1.1.3: Provide opportunities for leadership development to members of the SGA.

**Performance Indicator:** Number of senators who attend leadership retreats/workshops/conventions.

**Expected Outcome:** Members of the SGA through these opportunities will provide effective leadership to the student body.

Strategy 1.1.4: Meet with members of the SGA Executive Board and Senate on a weekly basis.

**Performance Indicator:** Number of meetings per month with members of the SGA senate.

**Expected Outcome:** Consistent meetings with the SGA students will allow Student Life staff to effectively advise the SGA.

**Objective 2.1: Work with all clubs and organizations to provide effective direction, leadership and training.**

Strategy 2.1.1: Communicate with all clubs and organizations through club and organization meetings, club and organization handbook, and Student Life web site.

**Performance Indicator:** Number of organizations represented at the Club and Organization Meeting(s). Number of organizations that submit information update forms. Number of organizations that participate in the Chancellor's Cup.

**Expected Outcome:** Organizations will better understand University policies as they relate to student groups. Participation in campus events will be increased.

**Time Line:** Annually increase the number of students who run for SGA Senate positions during SGA elections. By 2007, have each full time Senate position filled through elections (as opposed to at large). Increase the number of student groups represented at the annual fall club and organizations meetings: Fall 2002-14; Fall 2003- 23; Fall 2004-22. Fall 2005-50. Increase the number of programs sponsored by clubs and organizations.

**Assessment Procedure:** Data will be collected by monitoring the number of organizations who attend meetings, monitoring the number of programs by clubs and organizations, monitoring the number of students who participate in SGA elections, monitoring the number of groups that participate in the Chancellor's Cup competition.

**Use of Assessment Data:** Data will be evaluated.

**Goal 2: Provide educational, entertainment, and weekend programs to UNCP students.**

**Objective 2.1: Provide educational programs to the UNCP student body.**

Strategy 2.1.1: Provide a minimum of 20 educational workshops/programs per year to our students. Educational programs shall include cultural programs, leadership development programs, alcohol awareness programs, AIDS/HIV education programs, etc.

**Performance Indicator:** Number of students who attend the educational workshops/programs. Responses from students about the program (evaluations).

**Expected Outcome:** The programs provided to our students will help to better prepare them for college life and life after college.

Strategy 2.1.2: Contact student clubs/organizations, Athletic Department, Freshman Seminar professors, Student Support Services, the school newspaper. Also, use flyers, brochures and the Student Life web site to make students aware of these programs.

**Performance Indicator:** Number of students who attend the workshops/programs.

**Expected Outcome:** Each year TOTAL attendance at these workshops/programs should increase by 5%.

Strategy 2.1.3: Solicit student, faculty and staff input on these programs.

**Performance Indicator:** Number of faculty members who participate in or assist with our programs. Number of UNCP staff members who participate or assist with our programs. Number of students who attend programs. Increase of educational programs by Student Government and Association of Campus Entertainment.

**Expected Outcome:** By soliciting input from students, these programs should be supported by and attended by students. Faculty and staff will serve as facilitators in our programs.

**Objective 2.2: Provide entertainment programs to the UNCP student body.**

Strategy 2.2.1: Advise the Association of Campus Entertainment. The Association of Campus Entertainment is the entertainment/educational committee of the SGA. They are primarily responsible for the entertainment programming on campus. They receive a budget each year from SGA with which to operate. Also, advise ACE to provide a variety of programs that appeal to many different cultures and ethnic backgrounds. ACE is also advised to sponsor educational programs, weekend programs, and events that appeal to commuter students and non-traditional students.

**Performance Indicator:** Number of students who join the Association of Campus Entertainment; number of programs planned by ACE; number of students who attend ACE events; number of educational, weekend, and cultural programs.

**Expected Outcome:** Keep at least a working number of 20 ACE members. ACE should provide weekend programs, educational programs, programs during the week and programs designed for commuters.

Strategy 2.2.2: The Student Life Office will supplement ACE programming with entertainment/educational events.

**Performance Indicator:** Number of students who attend Student Life programs; number of students involved in the planning of those programs. Number of students who attend weekend programs, educational programs, commuter programs, and cultural programs.

**Expected Outcome:** Number of students who attend programs sponsored by Student Life will increase. Students will attend these programs and feel better about what UNCP has to offer socially.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** The Student Life Office will compile attendance numbers on each ACE and Student Life event. The Student Life Office will also compile membership numbers for the Association of Campus Entertainment. Total number of entertainment/educational programs provided will also be tabulated.

**Use of Assessment Data:** The data will be evaluated with respect to increased services rendered. Also, the decline/incline of attendance figures will be evaluated. All information will be included in the annual report submitted to the Vice Chancellor for Student Affairs.

**Objective 2.3: Provide programming around weekend athletic events.**

Strategy 2.3.1: The Office of Student Life will work with ACE and SGA to provide weekend programming around athletic events such as football, soccer, and volleyball.

**Performance Indicator:** Number of students who participate and stay on the weekends.

**Expected Outcome:** The number of students that participate in weekend programming and sporting events will increase each year.

**Goal 3: Promote positive relations and collaborations between Student**

## Life and other offices in and out of the Division of Student Affairs.

### **Objective 3.1: Provide collaboration with other offices in and out of Student Affairs.**

Strategy 3.1.1: Offer services to/partner with various offices.

**Performance Indicator:** Number of collaborative programs planned and executed in concert with UNCP Departmental offices.

**Expected Outcome:** More collaborative programs and increased student participation.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** The Student Life Office will compile the number of collaborative sponsored events and student participation.

**Use of Assessment Data:** The data will be evaluated with respect to increase in co-sponsorships and collaborations. All information will be included in the annual report submitted to the Vice Chancellor for Student Affairs.

## Goal 4: Promote positive relations between UNCP and the community.

### **Objective 4.1: Provide services/partner with community entities.**

Strategy 4.1.1: Offer services to/partner with various community entities.

**Performance Indicator:** Number of programs planned and executed in concert with community agencies. Number of services offered by our office to community organizations.

**Expected Outcome:** Student Life will be involved in at least 3 University/Community collaborations per year.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** The Student Life staff will compile the number of events co-sponsored with community organizations. Staff will also keep track of the number of services provided to the community by the Student Activities Office.

**Use of Assessment Data:** The data will be included in the annual

report and reviewed for increases/decreases in services to the community.

**Goal 5: Increase regional and national publicity of the Student Life/Student Government Events and Programs.**

**Objective 5.1: Have programs highlighted in regional media 7 times per year. Have programs highlighted by national media 1 time per year.**

Strategy 5.1.1: Continue to book speakers and comedians who draw regional and national publicity.

Strategy 5.1.2: Send press releases and brochures to all major regional media outlets.

Strategy 5.1.3: Invite members of the regional media to special events (receptions, dinners) with our featured speakers/entertainers.

**Performance Indicator:** Number of stories about featured speakers/entertainers published by the regional and national media (to date the Associated Press has picked up quotes from 3 different speakers).

**Expected Outcome:** The entire university and community will benefit from the positive publicity generated by these events. The publicity will generate increased interest in the university from outside areas as well as act as a source of pride for current university students and employees.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** The Student Life staff will continue to collect all articles and record television and radio publicity to monitor the total number of media “hits” received by the major events sponsored by Student Activities and SGA.

**Use of Assessment Data:** The data will be included in the annual report and reviewed for increases/decreases in regional and national publicity.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** Total number of participants; evaluations

**Use of Assessment Data:** The data will be included in the annual report and reviewed.

**Goal 6: Provide and improve Distinguished Speaker Series.**

**Objective 6.1: Have at least 4 Distinguished Speakers on campus. Have speakers interact with UNCP community.**

Strategy 6.1.1: Continue to book speakers who draw regional and national publicity.

Strategy 6.1.2: Send press releases and brochures to all major regional media outlets.

Strategy 6.1.3: Invite members of the regional media to receptions and/or dinners with our featured speakers/entertainers.

**Performance Indicator:** Number of speakers and attendance by students, faculty/staff, and community. Advertisement used for speakers. Attendance at speaker dinner.

**Expected Outcome:** The entire university and community will benefit from the positive publicity generated by these events. The publicity will generate increased interest in the University from outside areas as well as act as a source of pride for current university students and employees.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** The Student Life staff will continue to collect all articles and record television and radio publicity to monitor the total number of media “hits” received by the major events sponsored by Student Life and SGA.

**Use of Assessment Data:** The data will be included in the annual report and reviewed for increases/decreases in regional and national publicity.

**Performance Indicator:** Number of students who participate in Distinguished Speaker Series. Evaluations of the program.

**Expected Outcome:** A higher percentage of the overall population will participate in speaker series programs.

## **Multicultural & Minority Affairs Goals and Objectives for 2007-2008**

**Mission Statement:** The Office of Multicultural and Minority Affairs strives to provide programs and services that support the academic mission of the University by enhancing the educational, personal, cultural and social development of diverse and ethnic minority student populations. As an agent of change, the Office of Multicultural and Minority Affairs seeks to value cultural diversity in order to promote an empowered society.

**Goal 1: Provide ongoing educational and cultural programs and services that will assist students of color in achieving their educational goals and to encourage student involvement in the academic and social systems of college life and society.**

**Objective 1.1: Develop or co-sponsor programs and/or services that will assist in the academic and personal success of this student population.**

Strategy 1.1.1: Collaborate with other campus offices/departments, UNC system and community entities to meet this goal.

**Performance Indicator:** Number of programs, evaluation outcomes and students attending.

**Expected Outcome:** Enhance and develop programs and services that accomplish this goal.

Strategy 1.1.2: Continue the Cultural Cavalcade Series.

**Performance Indicator:** Number of programs, evaluation outcomes and students attending.

**Expected Outcome:** To establish a sound foundation for programs which educate the university community about cultures and diversity.

**Objective 2.1: Develop programs that focus on introducing and educating students of color on cultural diversities.**

Strategy 2.1.1: Have monthly cultural theme presentations and/or movies.

**Performance Indicator:** Number of programs, evaluation outcomes and students attending.

**Expected Outcome:** A sound foundation established for programs that educate the campus on cultural diversity.

Strategy 2.1.2: Have cultural dialogue forums/sessions between all students.

**Performance Indicator:** Number of programs, evaluation outcomes and students attending.

**Expected Outcome:** Students will come together to talk about issues of cultural and ethnic importance.

**Goal 2: Implement or be involved with programs and services that will aid in the retention and/or success (academic and personal) for students of color.**

**Objective 2.1: Provide academic and personal counseling.**

Strategy 2.1.1: Develop the “Meeting It Real” program.

**Performance Indicator:** Serve as a point of contact for students of color.

**Expected Outcome:** To provide educational and personal guidance to all students, particularly students of color.

**Objective 2.2: Continue the minority peer mentoring program.**

Strategy 2.2.1: Recruit incoming freshmen, upperclassmen, and returning students and university employees into the program.

Strategy 2.2.2: Pair participants, either by gender, field of study or interest.

Strategy 2.2.3: Create an assessment instrument (survey) that will allow for feedback.

**Performance Indicator (Strategies 2.2.1-2.2.3):** Number of mentors and mentees paired up in the program.

**Expected Outcome:** Upper class persons will serve as positive role models for students of color (primarily freshmen).

**Goal 3: Continue the “Back To School” cookout for students of color, in conjunction with International Programs and Honor’s College.**

**Objective 3.1: Collaborate with other offices to sponsor a cookout at the beginning of each fall semester that would highlight the**

**importance of UNCP's ethnic diverse populations.**

Strategy 3.1.1: Create a positive and welcoming environment for incoming students of color.

**Performance Indicator:** Number of students from the various units attending the cookout.

**Expected Outcome:** A sense of community and unity will develop primarily for International Students and Students of Color.

Strategy 3.1.2: Have peer advisors and other university units to speak and assist in providing an environment of inclusion.

**Performance Indicator:** Number of faculty/staff and peer advisors to participate in the cookout.

**Expected Outcome:** Incoming students will see the commitment of UNCP's faculty/staff and student peers.

**Goal 4: Promote, educate, and celebrate cultural diversity on campus.**

**Objective 4.1: Provide formal and informal avenues for inter-dialogue exchanges between the diverse communities on campus.**

Strategy 4.1.1: Sponsor a film/movie series that promotes diversity.

Strategy 4.1.2: Schedule exhibits/displays that celebrate and educate about race, ethnicity, gender issues, etc.

Strategy 4.1.3: Organize discussion groups/panels that address issues of diversity.

Strategy 4.1.4: Sponsor or co-sponsor programs (speakers, plays) that advocate for diversity and cultural awareness/sensitivity.

- Native American Heritage Month
- Black History Month
- Hispanic Heritage Month
- GLBT Awareness Week
- Asian / Pacific Islander Heritage Month
- Women's History Month

Strategy 4.1.5: Utilize the Diversity Committee for Communities of Interest to assist in promoting, educating and celebrating diversity.

**Performance Indicator (Strategies 4.1.1-4.1.5):** Number of movies, displays, dialogue sessions and ethnic programs and attendees.

**Expected Outcome:** Showcase the diversity on campus and to educate the campus on the importance of cultural diversity and have faculty request OMMA to speak to classes on cultural diversity. Have students come away with a learning outcome.

**Goal 5: Provide advisement/support to designated minority based student organizations and clubs and encourage campus and community involvement.**

**Objective 5.1:** Ensure that each designated minority based student organization is properly operating and advised.

Strategy 5.1.1: Meet, coach, counsel, and assist minority organizations and clubs on developmental issues, proper university protocol, time management, goal setting, problem solving, etc.

**Performance Indicator:** Effective advising for the number of minority student based organizations.

**Expected Outcome:** Assist with the development of strong and effective minority based student organizations.

Strategy 5.1.2: Assist with the direction of the organization and/or club.

**Performance Indicator:** Effective advising for the number of minority student based organizations.

**Expected Outcome:** Assist with the development of strong and effective minority based student organizations.

**Goal 6: Utilize the Diversity Survey, as an assessment tool that will survey student attitudes and feelings on diversity.**

**Objective 6.1:** Post a diversity survey for students to complete at the end of each fall semester.

Strategy 6.1.1: Post the survey on the Multicultural and Minority Affairs website.

**Performance Indicator:** Number of students, faculty and staff responding to the survey.

**Expected Outcome:** Depending on the responses, implement new policies that address issues/concerns brought out in the survey.

Strategy 6.1.2: Review the survey as a way to monitor the attitudes of diversity, cultural awareness, and overall comfort level of students.

**Performance Indicator:** Number of students, faculty and staff responding to the survey.

**Expected Outcome:** Depending on the responses, implement new policies that address issues/concerns brought out in the survey.

**Goal 7: Establish a Graduate Assistant position for the Office of Multicultural and Minority Affairs.**

**Objective 7.1: Develop/create programs or services that will enhance the mission of the Multicultural Center and the Office of Multicultural and Minority Affairs.**

Strategy 7.1.1: Enable the G.A. to act as an agent for the Center, which will allow them to gain experience in the various aspects of Multicultural and Minority Affairs.

**Performance Indicator:** Number of programs/services that are developed and executed.

**Expected Outcome:** Enhance the overall mission and goals for the office by providing the targeted student populations with appropriate resources conducive to graduation, retention and cultural awareness.

**Goal 8: Continue the communication between Student Affairs' Administration and Students of Color in assessing needs and developing programs to meet those needs.**

**Objective 8.1: Ensure prompt and efficient communication.**

Strategy 8.1.1: Keep the lines of communication open via email, formal meetings, telephone conversations, regarding the progress of the office.

**Performance Indicator:** Number of meetings (formal and informal) and conversations that occur between the Assistant Vice Chancellor for Student Development, the Vice-Chancellor for Student Affairs and the Director of OMMA.

**Expected Outcome:** Gain insight and suggestions on how to better serve our students and to keep the Assistant Vice Chancellor for Student Development informed of new ideas that best serve the targeted student populations.

## **Office of Greek Life Goals and Objectives for 2007-2008**

**Mission Statement:** The UNCP Office of Greek Life is committed to creating a values-based leadership experience for a lifetime by enhancing student development through active participation in Greek organizations. The Office of Greek Life supports and promotes academic excellence, student involvement in co-curricular activities, career development, social responsibility, alma mater allegiance, social justice, civic engagement, and cultural awareness.

**Goal 1: Create congruence between the reality of the Greek community and the idealistic values of all Greek organizations.**

**Objective 1.1: Provide continual development and implementation of Greek Life assessment tools.**

Strategy 1.1.1: Provide advising through monthly one-on-one meetings with each Greek chapter by using a values-congruence modeled assessment.

Strategy 1.1.2: Provide advising through bi-monthly one-on-one and council meeting with each Greek governing board by using a values-congruence modeled assessment.

Strategy 1.1.3: Continue to develop the Greek Life Assessment/Recognition Program for the purpose of continual evaluation of fraternities and sororities.

Strategy 1.1.4: Establish a 360-degree assessment through the use of tools designed for undergraduate, alumni/ae, staff, faculty, and Pembroke community input. Consider utilizing the Greek Experience Survey administered through the Center for the Study of the College Fraternity.

Strategy 1.1.5: Create a strategic plan and direction for the Greek community as well as an action plan for each individual chapter and council to be implemented for the 2008-2009 school year. Utilize an outside consultant for a non-biased and professional perspective.

**Performance Indicator:** Continued development and implementation of Greek life assessment tools will be used to create a strategic plan for the future of Greek life as well as support of the fraternal values movement.

**Expected Outcome:** Stakeholders will be more invested in the process of cultural change for fraternities and sororities.

**Objective 1.2: Provide values-based education and programming initiatives.**

Strategy 1.2.1: Conduct the Second Annual Greek Leadership Summit during the Fall 2007 semester program led by a knowledgeable presenter within the values congruence movement in order to introduce the concept of fraternity and sorority values in everyday life. This will allow for expectation setting for the 2007-2008 academic year.

Strategy 1.2.2: Provide scholarships for leaders and up-coming leaders to attend the annual Mid-American Greek Council Association conference during February 2008.

Strategy 1.2.3: Host the North American Interfraternity Conference educational program, IMPACT during Spring 2008. This premier program is designed to create unity and increase knowledge within a Greek community and can accommodate up to sixty-five students.

Strategy 1.2.4: Provide scholarships and enable students to apply for national scholarships to attend the North American Interfraternity Conference Educational Institute and The Undergraduate Interfraternity Institute during Summer 2008.

Strategy 1.2.5: Continue to provide All Greek Council meetings for all stakeholders during the Fall and Spring Semesters. Increase educational programming during the bi-monthly meetings.

Strategy 1.2.6: Collaborate with Student Life and the Center for Leadership and Service to provide LeaderShape to UNCP students. The Office of Greek Life will serve as the coordinator.

Strategy 1.2.7: Begin researching models for alternative spring breaks for Greek-affiliated students in conjunction with the Center for Leadership and Service.

**Performance Indicator:** Stakeholders will begin to engage in

meaningful dialogue about values-congruence on a regular basis.

**Expected Outcome:** Students will be more engaged in the daily actions of fraternity and sorority lifetime membership through values-based education and programming. Each Greek organization will be made aware of expectations and guidelines.

**Objective 1.3: Educate Director of Greek Life in regard to new trends, programming opportunities, and professional best practices.**

Strategy 1.3.1: Research current trends within Greek Life through annual Center for the Study of the College Fraternity membership and Association of Fraternity Advisors membership and conference attendance. Director of Greek Life should continue to serve in a volunteer role for the Association.

Strategy 1.3.2: Develop programs to be presented at professional conferences in which the exchange of Best Practice information is encouraged i.e. Association of Fraternity Advisors, Mid-American Greek Council Association, NASPA, SACSA, etc.

Strategy 1.3.3: Facilitate various Greek educational programs and leadership programs at a number of universities in order to establish relationships for facilitation needs at UNCP.

**Performance Indicator:** Participation in professional associations through volunteering, conference presentations, and facilitation of leadership development opportunities.

**Expected Outcome:** Increased knowledge of current trends and issues within the field of Greek life and the application of best practices within the UNCP Greek life program.

**Goal 2: Establish standard procedures for Greek Life in order to enhance the Greek community.**

**Objective 2.1: Establish meaningful partnerships with various campus constituencies.**

Strategy 2.1.1: Continue to build a relationship with the offices of admissions and orientation in order to educate potential and incoming students as well as parents about Greek Life opportunities at UNCP.

Strategy 2.1.2: Create recruitment publications to be distributed through various campus divisions and university mailings.

Strategy 2.1.3: Continue to build a relationship with the Office of Career Services in order to provide programming focused on applying the Greek experience during the job search process as well as utilizing networking opportunities through fraternity and sorority headquarters.

Strategy 2.1.4: Continue to build a relationship with the office of counseling and testing services in order to provide risk management and education for members of the Greek community. Risk management will focus on alcohol and drug use, hazing, body image, mental health issues, addictions, etc.

Strategy 2.1.5: Continue to build a collaborative relationship with the Department of Athletics in order to provide meaningful programs and activities for students.

Strategy 2.1.6: Continue to build partnerships with the Center for Leadership and Service, SGA, The Office of Student Life, University Center, Givens Performing Arts Center, and ACE for the purpose of collaboration of programs with similar missions.

Strategy 2.1.7: Continue to build a relationship with the Office of Multicultural and Minority Affairs in order to effectively collaborate on educational programs for all Greek councils.

Strategy 2.1.8: Establish a relationship with the Department of Housing in order to assess the residential needs of fraternities and sororities.

**Performance Indicator:** Collaboration among the Office of Greek Life and various campus constituencies.

**Expected Outcome:** Increased partnerships will result in more support and resources for students.

**Objective 2.2: Create and update Greek Life policies and procedures.**

Strategy 2.2.1: Update procedures for intake and recruitment, specific for each governing council. Reevaluate the current deferred recruitment policy for incoming freshman.

Strategy 2.2.2: Update risk management policies and procedures including judicial matters for each governing council. This should be completed through the collaborative effort of the Director of

Greek Life, Associate Vice Chancellor for Student Affairs, and undergraduate governing boards.

Strategy 2.2.3: Work with undergraduate governing boards to update all constitutions and by-laws.

Strategy 2.2.4: Continue to develop procedures for annual student organization registration and roster updates for Greek Life in collaboration with the Office of Student Life.

Strategy 2.2.5: Implement ICS as the “club manager” for processing academic reports and roster updates.

Strategy 2.2.6: Implement comprehensive training for faculty/staff advisors and chapter advisors so they are prepared to adequately advise UNCP chapters.

**Performance Indicator:** Staff and advisors will be well equipped to handle situations pertaining to Greek life due to adequate policies and procedures.

**Expected Outcome:** Chapter members will be more easily held accountable for their actions due to adequate policies and procedures.

**Objective 2.3: Increase communication in regard to Greek Life.**

Strategy 2.3.1: Continue to create and distribute Greek News You Can Use via e-mail and website for the purpose of sharing information in regard to upcoming events, news, and deadlines.

Strategy 2.3.2: Maintain and update the Office of Greek Life website. Add features to highlight student and chapter achievements.

Strategy 2.3.3: Better utilize the University Calendar for the advertisement of Office of Greek Life events.

Strategy 2.3.4: Increase the number of advisor roundtables throughout the year for the purpose of building more collaborative relationships.

Strategy 2.3.5: Increase the number of press releases distributed to local media pertaining to achievements within Greek Life.

**Performance Indicator:** Participation in Greek Life programs, events,

and deadlines will be more readily accessible for active members and potential new members.

**Expected Outcome:** Increased communication will benefit all Greek Life stakeholders.

**Goal 3: Continue growth contributed by Office of Greek Life Services.**

**Objective 3.1: Increase chapter membership and number of organizations.**

Strategy 3.1.1: Continue to build collaborative partnerships with Freshman Seminar courses in order to increase the awareness of Greek Life on campus.

Strategy 3.1.2: Reevaluate the deferred recruitment policies at UNCP as it applies to the retention of students and academic performance as well as freedom of association.

Strategy 3.1.3: Evaluate the need for additional NPC, NALFO, NPHC, and NIC chapters on campus. Continue to seek out potential partnerships for expansion at UNCP.

**Performance Indicator:** 10% increase in chapter memberships as well as the addition of at least one organization.

**Expected Outcome:** More students will choose to affiliate with fraternities and sororities due to the addition of more options and increase of awareness.

**Objective 3.2: Create and hire an Assistant Director of Greek Life Professional Position and Greek Life Graduate Assistant.**

Strategy 3.2.1: Create a job description, secure funding, advertise, and hire for the position in compliance with University policies and guidelines.

Strategy 3.2.2: Provide Assistant Director and Graduate Assistant with professional development opportunities that will contribute to his/her development as well as the development of the Greek Life program at UNCP.

**Performance Indicator:** Increased support for Greek organizations at UNCP and the further development of fraternal values at UNCP.

**Expected Outcome:** Increased student participation in Greek organizations at UNCP.

## **Center for Leadership & Service Goals and Objectives for 2007-2008**

**Mission Statement:** The Center for Leadership & Service (CLS) is designed to support UNCP's mission to provide service and leadership to the community. CLS provides resources and experiences through educational programs, service opportunities, and leadership endeavors for students to be socially, politically, and economically aware and engaged with local to global communities and issues. CLS prepares UNCP students to be active and responsible citizens and leaders.

The Center for Leadership & Service offers opportunities for individuals and student groups to get involved in communities and develop leadership skills through the Leadership & Service Opportunities Program (LSOP). The Center for Leadership & Service will focus on outreach and programming needs that effectively meet leadership and personal development, structured community service and service-learning experiences, and civic engagement. Given adequate resources and personnel, the following programs may operate under the direction of CLS: LSOP and Board, Leadership & Personal Development Workshops, Volunteer Community Service, Campaign for Compassion, First Book, NC Literacy Corps, Reading for Success, Leaders in Training, Campus to Community, Americorps VISTA Program, NC ACTS!, Giving & Learning Program, Alternative Breaks, and Service-Learning.

CLS is a department of the Division of Student Affairs and a member of the North Carolina Campus Compact.

**Goal 1: Increase staff and budget resource support for the Center for Leadership and Service programming.**

**Objective 1:1: Employ part-time and full-time staff to assist with leadership development and programming including Leaders in Training, volunteer recruitment and training related to Reading for Success, and supervising NC ACTS!**

Strategy 1.1.1: Recruit, interview and hire a candidate to serve as the NC LiteracyCorps member on campus by August 15, 2007.

**Performance Indicator:** Candidates will apply to serve as the NC LiteracyCorps member.

**Expected Outcome:** Hire a candidate to serve as the NC LiteracyCorps member. Candidate will begin service on September

1, 2007. Expand student participation in Reading for Success and attend the Read.Write.Act. Attend conference at UNC Chapel Hill.

Strategy 1.1.2: Employ an Americorps VISTA Volunteer through the North Carolina Campus Compact by August 1, 2007.

**Performance Indicator:** The VISTA volunteer will serve as the site supervisor for the NC ACTS! Program at UNCP.

**Expected Outcome:** The VISTA volunteer will begin service on August 1, 2007, and serve through July 31, 2008. The VISTA volunteer will recruit, interview, select and supervise 15 NC-ACTS! participants.

Strategy 1.1.3: Submit an Expansion Budget Request to increase permanent staff support for the Center for Leadership & Service.

**Performance Indicator:** Obtain approval to create a new staff position for an Associate Director for the Center for Leadership & Service.

**Expected Outcome:** Advertise, interview and hire an Associate Director to begin employment in the Spring 2008 semester. The AD will provide needed staff support for existing programs and expansion.

Strategy 1.1.4: Create an Auxiliary Budget to support student service opportunity programming and activities for the Center for Leadership & Service.

**Performance Indicator:** Request for an auxiliary budget for non-state funds to support, develop and implement student service opportunity programs and activities to be completed by July 1, 2007.

**Expected Outcome:** Auxiliary budget for non-state funds to support the development and implementation of student service opportunity programs and activities will be approved by August 30, 2007.

Strategy 1.1.5: Collaborate with the financial aid office to identify and effectively implement federal work study program (FWSP) funds for students interested in community service program opportunities.

**Performance Indicator:** The financial aid office will identify FWSP funds designated for eligible work study students interested in community service program opportunities.

**Expected Outcome:** The Financial Aid office will collaborate with the CLS office to place eligible work study students interested in community service program opportunities using designated FWSP funds.

Strategy 1.1.6: Develop a student leadership position with the Center for Leadership & Service to assist with LSOP Board programs and activities.

**Performance Indicator:** Contract with the LSOP Board President to assist with service programs and activities. This position will provide 5-8 hours of leadership development and service engagement each week.

**Expected Outcome:** Contract with the LSOP Board President for 5-8 hours per week by August 15, 2007.

**Goal 2: Engage students in leadership and personal development through workshops and experiences.**

**Objective 2.1: Engage students in leadership development through board service and committee activities associated with the Center for Leadership & Service.**

Strategy 2.1.1: Develop a student leadership position with the Center for Leadership & Service to assist with LSOP Board programs and activities.

**Performance Indicator:** Contract with the LSOP Board President to assist with service programs and activities.

**Expected Outcome:** Contract with the LSOP Board President for 5-8 hours per week by August 15, 2007. Increase LSOP Board member involvement in recruitment, service activities and workshops. Increase the number of students engaged in civic activity, and the number of student led workshops and presentations. Affect positively student retention through civic and service activity.

**Objective 2.2: Increase student participation in LSOP sponsored workshops from 29.2% to 33.4%, a 15% increase.**

Strategy 2.2.1: Co-sponsor workshops with university offices,

academic departments, athletics and clubs/organizations.

**Performance Indicator:** Increase student participation in LSOP sponsored workshops through co-sponsorship.

**Expected Outcome:** More students will attend LSOP sponsored programs through co-sponsorship. Students will experience the benefits of LSOP, register and engage in civic and service activity. We expect that students who engage in civic and service activity will improve retention at UNCP. This outcome is determined by the number of LSOP students who attend co-sponsored workshops divided by the number of actively enrolled members in 2007-08.

Strategy 2.2.2: Elicit faculty support for LSOP workshops through presentations, invitations, relationship building, and faculty incentive/recognition program. Faculty may encourage or require students to participate in LSOP sponsored workshops.

**Performance Indicator:** Increase student participation in LSOP sponsored workshops through faculty support.

**Expected Outcome:** More students will attend LSOP sponsored events through faculty encouragement or requirement.

Strategy 2.2.3: Engage LSOP board members and registered students to conduct and present workshops on leadership, volunteerism and service opportunities.

**Performance Indicator:** Students will conduct workshop presentations on leadership, volunteerism and service opportunities.

**Expected Outcome:** More students will attend LSOP sponsored events through student led workshops and presentations. Workshop presenters will gain student leadership development through curriculum preparation and presentation.

Strategy 2.2.4: Publicize and advertise workshops via the web, e-mail, flyers, student newspaper, marquee, and *This Week*, and other creative means.

**Performance Indicator:** Reach a larger student audience through advertisement and publicity.

**Expected Outcome:** Increase student attendance at workshops through advertising events.

### **Goal 3: Engage students in community service.**

**Objective 3.1: Increase LSOP student participation in community service activities from 12% of students who are registered to 17% of students who are registered for LSOP.**

Strategy 3.1.1: Coordinate on-going structured community service projects for students to participate and provide transportation when necessary (i.e. First Book, Reading for Success, Giving & Learning Program).

**Performance Indicator:** Number of students who complete their service commitment will increase due to on-going structured programs.

**Expected Outcome:** Increase total number of service hours donated to the community by UNCP students. Students engaged in structured community service projects will improve retention at UNCP.

Strategy 3.1.2: Designate LSOP board members and staff to recruit students involved in Chancellor's Cup, clubs/academic departments, and residence life programs (i.e. Social Work, Honors College, Athletics, and Teaching Fellows) that emphasize service to register for LSOP.

**Performance Indicator:** Increase the number of students who actually participate in service activities after registering with the program.

**Expected Outcome:** CLS will see an increase in the number of community service hours donated.

Strategy 3.1.3: Develop and implement a process where LSOP board members and staff conduct personal follow-up with new students who register for LSOP via e-mail or phone within two weeks of registration.

**Performance Indicator:** Engage and involve more students in community service through personal contact and timely follow-up.

**Expected Outcome:** Increase the percentage of students registered with LSOP that will participate in community service due to personal contact.

**Objective 3.2: Increase total number of community service hours documented by students through LSOP from 5,902 hours to 7,378 hours, a 25% increase.**

Strategy 3.2.1: Recruit, interview and select applicants to participate in the NC ACTS! Program in the fall semester by September 30, 2007.

**Performance Indicator:** Applicants will apply to participate in the NC ACTS! Program.

**Expected Outcome:** Fifteen (15) applicants will be selected to participate in the NC ACTS! Program. Participants will complete 300 hours of community service to receive a \$1,000 educational award.

Strategy 3.2.2: Recognize students as Horizon Leaders, Distinguished Leaders, Leadership Fellows, and NC ACTS! recipients for completing required number of community service hours.

**Performance Indicator:** Increase in students submitting completed community service hours on a monthly basis.

**Expected Outcome:** Students will turn in their completed community service hours.

Strategy 3.2.3: Purchase and implement an electronic tracking system to track student volunteer service hours and community service involvement.

**Performance Indicator:** Purchase web-based software for electronic data tracking system.

**Expected Outcome:** Establish a more effective tracking system that is more conducive for students to input service hours. Implement a data system that will allow community agencies and organization to recruit, advertise and enlist student volunteers to participate in community events, activities and programs.

**Goal 4: Develop co-curricular service-learning structure, support and training.**

**Objective 4.1: Collaborate with the Service Learning Director to develop and implement service learning curriculum and program opportunities.**

Strategy 4.1.1: Collaborate with the Service Learning Director to develop and implement service learning opportunities for faculty, students and community partners.

**Performance Indicator:** The Center for Leadership & Service and the Service Learning Program will collaborate in service learning opportunities for faculty, students and community partners.

**Expected Outcome:** Students will engage in service learning opportunities. More students will become involved in volunteer community service and undergraduate retention will improve at UNCP.

Strategy 4.1.2: Incorporate reflection via group discussions, journaling, or blackboard into service programs.

**Performance Indicator:** Reflection will be incorporated into group discussions, journaling, and/or blackboard for at least two service programs this academic year.

**Expected Outcome:** Students will demonstrate meaningful insight related course material, gain greater personal awareness and civic responsibility through guided reflections in a service experience.

## **Goal 5: Educate students about civic engagement.**

**Objective 5.1: Raise awareness about the breadth of civic engagement, what it means, and why it is important to be engaged and aware socially, politically, and economically through workshops.**

**Performance Indicator:** Survey students about their understanding about civic engagement.

**Expected Outcome:** Raise the level of consciousness about civic engagement.

**Objective 5.2: Define civic engagement in literature we produce and use the terminology on the listserv when we are hosting programs related to civic engagement.**

**Performance Indicator:** Survey students about their understanding about civic engagement.

**Expected Outcome:** Raise the level of consciousness about civic engagement.

## **Intramural Office Goals and Objectives for 2007-2008**

**Goal 1: Provide opportunities for students to participate in a variety of organized athletic programs.**

**Objective 1.1: Create a schedule of intramural events that includes a minimum of 12 separate athletic opportunities for students and staff.**

Strategy 1.1.1: Solicit student and staff input on the types of events in which they would like to be involved.

Strategy 1.1.2: Decrease length of various intramural seasons to increase number of event to be organized.

**Objective 1.2: Increase the number of women that participate in intramural events by 20%.**

Strategy 1.2.1: Aggressively market intramurals to sororities on campus.

Strategy 1.2.2: Add sports/events that appeal to a variety of women.

Strategy 1.2.3: Use residence hall meetings as platform to advertise events to female population. Cynthia Redfearn will help with this process.

**Performance Indicator:** Number of women who participate in intramural programs. Evaluations of the program.

**Expected Outcome:** A higher percentage of the female population will participate in intramural programs.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** Total number of participants and evaluations.

**Use of Assessment Data:** The data will be included in the annual report and reviewed.

**Goal 2: Improve overall organization of the intramural program.**

**Objective 2.1: Set dates for all meetings and event start dates prior to the start of school.**

Strategy 2.1.1: Begin planning of events in early summer.

Strategy 2.1.2: Place all event dates on University Master Calendar.

**Objective 2.2: Market program to student more effectively.**

Strategy 2.2.1: Create and maintain updated website that will market events and list important dates for programs.

Strategy 2.2.2: Send regular press releases to Pine Needle and Tommy Times to announce important dates and winners of events.

Strategy 2.2.3: Make full use of Student Development Poster Maker and update new events and placement accordingly.

Strategy 2.2.4: Place announcements weekly on student list serve of weekly events.

**Objective 2.3: Use assistants to better facilitate activities.**

Strategy 2.3.1: Use graduate assistants to oversee student workers on separate activity fields.

Strategy 2.3.2: Use intramural computer program to continue to keep stats and records of participants.

**Performance Indicator:** Number of students who participate in intramural programs. Evaluations of the program.

**Expected Outcome:** A higher percentage of the overall student population will participate in intramural programs.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** Total number of participants and evaluations.

**Use of Assessment Data:** The data will be included in the annual report and reviewed.

**Goal 3: Improve supervision of intramural program.**

**Objective 3.1: Team with Campus Police to insure that there are no fights and foul behavior at events.**

Strategy 3.1.1: Meet with Campus Police officials to pass along information/schedules for coverage of events.

Strategy 3.1.2: Require a graduate assistant or full time staff person to attend each intramural event.

Strategy 3.1.3: Supply event supervisor with radio to contact Campus Police in case of emergency.

**Performance Indicator:** A reduction in the number of fights/incidents.

**Expected Outcome:** Students will enjoy the program.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** Total number of incidents will be compared to previous years.

**Use of Assessment Data:** The data will be included in the annual report and reviewed.

**Goal 4: Increase events in intramural programming.**

**Objective 4.1: Increase activity schedule.**

Strategy 4.1.1: Through proper staffing, carrying on more than one sport a day.

Strategy 4.1.2: Scheduling weekend programs and tournaments.

Strategy 4.1.3: Increase student input on activities wanted.

**Objective 4.2: Increase travel teams and participation.**

Strategy 4.2.1: Participate in one extra travel sport per semester.

Strategy 4.2.2: Provide more opportunity for woman and co-rec teams.

**Objective 4.3: Increase events in Outdoor Activity Series.**

Strategy 4.3.1: Include student involvement in destination process.

Strategy 4.3.2: Include more staff for supervisory roles.

Strategy 4.3.3: Introduce one new activity this year.

**Performance Indicator:** Number of students who participate in intramural programs. Evaluations of the program.

**Expected Outcome:** A higher percentage of the overall population will participate in intramural programs.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** Total number of participants and evaluations.

**Use of Assessment Data:** The data will be included in the annual report and reviewed.

**Goal 5: Increase efficiency and effectiveness of program through purchase of new technologies and equipment.**

**Objective 5.1: Use technologies to better understand participation trends and student needs.**

Strategy 5.1.1: Begin use of hand held Troubadour at all intramural and recreational events.

Strategy 5.1.2: Use collected information for database for future consideration.

**Objective 5.2: Purchase new equipment needed for new and old programs.**

Strategy 5.2.1: Purchase kayaks and canoes, as well as transport vehicle for Lumber River trips.

Strategy 5.2.2: Purchase new portable soccer goals for new intramural field.

**Performance Indicator:** Number of students who participate in intramural programs. Evaluations of the program.

**Expected Outcome:** A higher percentage of the overall population will participate in intramural programs.

**Time Line:** Data will be analyzed on an annual basis.

**Assessment Procedure:** Total number of participants and evaluations.

**Use of Assessment Data:** The data will be included in the annual report and reviewed.