Student Affairs Division
2012-2013 Goals & Objectives

Presented by
Lisa L. Schaeffer, Ed.D.
Interim Vice Chancellor
for Student Affairs

July 2012
## Table of Contents

- Student Affairs Division ............................................ 3
- Office of the Vice Chancellor for Student Affairs ................ 4
- Campus Safety and Emergency Operations ...................... 13
- Career Center .......................................................... 16
- Office for Community and Civic Engagement .................... 27
- Counseling and Testing .............................................. 35
- Givens Performing Arts Center ...................................... 45
- Office of Greek Life .................................................... 58
- Housing and Residence Life ......................................... 64
- Intramurals and Campus Recreation ............................... 67
- Office of Multicultural and Minority Affairs .................... 74
- Police and Public Safety .............................................. 78
- Office of Student Conduct .......................................... 83
- Student Health Services .............................................. 90
- Office of Student Involvement and Leadership .................. 98
- University Center and Programs ................................... 103
STUDENT AFFAIRS DIVISION
Goals and Objectives for 2012-2013

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.
Office of the Vice Chancellor for Student Affairs
Goals and Objectives for 2012-2013

Goal 1: Provide staff, facilities, and budget to provide quality services.

Objective 1.1: Maintain a qualified staff to provide programs, services, and facilities that enhance student learning and development.

Strategy 1.1.1: Identify personnel needs (short and long range) of each department with input from directors and determine funding sources, state and/or auxiliary.

Performance Indicator: Fill vacant positions.

Expected Outcome: Provide optimal service to students.

Strategy 1.1.2: 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.

Performance Indicator: Formal and informal feedback from students.

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

Objective 1.2: Provide adequate facilities for students.

Strategy 1.2.1: Identify short and long range needs for facility growth and upgrades for each department or program services.

Performance Indicator: Completion of facility enhancements.

Expected Outcome: Provide attractive and safe facilities for students.

Strategy 1.2.2: Work with the Office of Facilities and Planning to access services for proposed renovation and construction projects.

Performance Indicator: Development of 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, goals, and objectives of each department in Student Affairs.

**Strategy 1.3.1:** Identify and prioritize departmental needs with each department.

**Performance Indicator:** Develop long and short range budget requests.

**Expected Outcome:** Provide time to plan expenditures for the year.

**Strategy 1.3.2:** Allocate funds as appropriate.

**Performance Indicator:** Funds are appropriated and allocated based on assessed needs.

**Expected Outcome:** Student Affairs departments will be given resources to provide programs, services, and activities that will enhance student learning, development, and success based on enrollment growth and changing needs.

**Time Line:** Assessment of adequate, qualified staffing, adequate facilities, and budgeting will be done annually.

**Assessment Procedure:** Meet monthly with directors to determine assessment needs of each department with regards to staffing, facilities, and budgets.

**Use of Assessment Data:** Feedback from directors will guide the approval and allocation of new staff and funding.

**Goal 2:** Promote opportunities for long range planning and assessment.

**Objective 2.1:** Collect demographic reports and research on our students.

**Strategy 2.1.1:** Review institutional data and share with directors.

**Performance Indicator:** Request director feedback after data review.
**Expected Outcome:** Directors will have the most current information on students.

**Strategy 2.1.2:** Conduct focus groups and surveys to determine student interests and needs.

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

**Expected Outcome:** The division will have a greater understanding of our student population which will provide implications and direction for programming and student learning opportunities.

**Strategy 2.1.3:** Schedule annual goal setting and/or strategic planning.

**Performance Indicator:** Reports on departmental goals and objectives will be completed for the next academic year by the end of July.

**Expected Outcome:** Departmental goals will complement the SPARC2 2011-16 strategic planning efforts and focus on the Chancellor’s four major themes: the new normal; student success; outreach; and the institution of choice.

**Objective 2.2:** Require assessment of services, programs, and facilities.

**Strategy 2.2.1:** Review the Campus Labs contract, monitor assessment projects, and promote webinar trainings.

**Performance Indicator:** The Campus Labs contract will be renewed on an annual basis.

**Expected Outcome:** Departments will use this tool to collect student data.

**Strategy 2.2.2:** Promote other means of assessment including focus groups, forums, benchmark surveys, etc.

**Performance Indicator:** Departments will use a variety of methods to assess services, programs, and facilities.
**Expected Outcome:** Assessment data will be used to determine student learning outcomes and enhance departmental services, programs, and facilities.

**Time Line:** Research and assessment should be conducted throughout the year and enhancements can be made during summer planning. Renew the Campus Labs contract in January. The deadline for assessment reports will be June 30 and the deadline for goals and objectives will be July 31.

**Assessment Procedure:** A variety of assessment methods to collect data.

**Use of Assessment Data:** Feedback from students will help the staff determine learning outcomes, enhance programming, services, and facilities in order to promote student success. Assessment reports will be sent to the Associate Vice Chancellor for Planning and Accreditation.

**Goal 3: Publish the student handbook and parent newsletters.**

**Objective 3.1:** Update the UNCP Student Handbook for 2013-14.

**Strategy 3.1.1:** Contact all UNCP departments to request updated information and policy changes for the next academic year.

**Performance Indicator:** Email handbook sections to every department contact person. Include instructions for updating the material and a deadline for returning the information.

**Expected Outcome:** Updates will be received before the deadline.

**Strategy 3.1.2:** Route new/updated policies to the Chancellor’s Cabinet and to the Board of Trustees for approval.

**Performance Indicator:** New and/or updated policies will be routed to the Chancellor’s Cabinet in March for approval. Updated policies will be presented to the Board of Trustees in April.

**Expected Outcome:** Departmental updates and new policies will be published in the student handbook, online, and in the desk copy version for the 2013-14 academic year.

**Strategy 3.1.3:** Complete the bid process to determine the printing company, cost, and deadline for the 300 desk copies.

**Performance Indicator:** Meet the printer’s deadline in order to receive the desk copies before the fall semester begins.
Expected Outcome: Desk copies of the handbook will be distributed to administrative departments, SGA, and Resident Advisors in August. The updated handbook will also be posted online for students, faculty, and staff in July.

Strategy 3.1.4: Develop a promotional card to inform the campus community about the updated on-line version of the handbook. An email announcement will also be sent, both fall and spring semesters, to the students, faculty, and staff.

Performance Indicator: A promotional card will provide the handbook web address. An email message will be sent to the official student, faculty, and staff listserv.

Expected Outcome: The campus community will be aware that the student handbook is updated and available online.

Objective 3.2: Publish *Campus Connection*, the Student Affairs parent newsletter.

Strategy 3.2.1: Research topics for the parent newsletter and request submissions from other departments on campus.

Performance Indicator: Receive a collection of material to develop newsletter content.

Expected Outcome: Departments will submit articles of interest for parents.

Strategy 3.2.2: Design, print, post online, and mail newsletter to parents.

Performance Indicator: A fall and spring edition parent newsletter will be published. Parents who student is under 21 years of age will receive the newsletter in the mail.

Expected Outcome: Parents will receive information on student services, important deadlines, special programs and events and tips for assisting their student in making the transition into college life.

Time Line: The handbook requisition for printing the desk copies will be submitted in February for the bidding process. The student handbook updates will be received from all departments May 1 and the final draft will be sent to the printer July 1. The parent newsletters will be mailed in August and January.
Assessment Procedure: Solicit feedback focus groups including: students, faculty, and staff. Meet all publishing deadlines.

Use of Assessment Data: Provide accurate information in a timely manner. Make improvements on all publications and update or create new policies as needed.

Goal 4: Serve as the financial manager for three student publications and the administrative advisor to the Student Publications Board.

Objective 4.1: Monitor budgets and printing deadlines for: The Aurochs literary magazine; The Pine Needle newspaper; and, the Indianhead yearbook.

Strategy 4.1.1: Communicate with the faculty advisors to complete the student fee request process and submit budget proposals.

Performance Indicator: Evaluate budgets and spending patterns. Attend monthly meetings with the Student Publications Board for updates and communication.

Expected Outcome: Maintain healthy budgets to cover the following costs: printing, supplies, student wages, equipment upgrades, and other general office operating costs.

Strategy 4.1.2: Monitor the printing bid selection process, purchasing, and student employment contracts.

Performance Indicator: Procedures will be followed regarding the printing bid selection process. Purchasing requisitions and employment contracts will be signed and/or approved.

Expected Outcome: Requisitions will be completed and student employees will be paid in a timely manner.

Strategy 4.1.3: Determine printing and distribution deadlines for all publications.

Performance Indicator: All printing deadlines will be met and each publication will develop a plan for distribution.

Expected Outcome: Print excellent student publications and make them available to the campus community.

Objective 4.2: Hire qualified students to fill editor-in-chief positions.
Strategy 4.2.1: Advertise campus wide via the Brave Opportunities student employment posting process and interview the most qualified candidates.

**Performance Indicator:** Receive resumes and select the most qualified applicants.

**Expected Outcome:** The Student Publications Board will interview and select editors with strong leadership and publication skills to manage and produce the student publications.

Strategy 4.2.2: Request annual assessment and goal setting reports from the student publication advisors and editors.

**Performance Indicator:** Assessment reports for 2012-13 will be received from the out-going student editors and goals and objectives for 2013-14 will be provided by the newly hired student editors and the faculty advisors.

**Expected Outcome:** Each publication will document improvements and accomplishments for the academic year. Goals will be determined before the next academic year begins.

**Time Line:** Student Publications Board meetings will be scheduled monthly during the academic year. The *Pine Needle* newspaper will be published every two weeks and updates will be posted on their website daily. *The Aurochs* literary magazine and *Indianhead* yearbook will be delivered to campus two weeks prior to graduation. Candidates for the 2013-14 student editor positions will be interviewed in April. Student fee requests are due in September and estimated auxiliary budget requests for 2013-14 will be due May 1. Operating budgets will be reviewed on a monthly basis.

**Assessment Procedure:** Budget totals will be printed and reviewed with the faculty advisor every month or as needed. The faculty advisors and student editors will survey their staff and provide assessment of their goals and objectives by determining student learning outcomes and improvements in the publication and/or production process.

**Use of Assessment Data:** Production and printing issues will be evaluated by the faculty advisors and student editors. The faculty advisors will determine if student fee increases should be requested for the next academic year.

**Goal 5:** Provide and support opportunities for staff development and recognition.
**Objective 5.1:** Provide and support educational opportunities for staff members on and off campus.

**Strategy 5.1.1:** Schedule monthly meetings with the directors and provide information on topics of interest.

**Performance Indicator:** Survey the directors to determine staff development topics of interest. Number of topics provided at meetings.

**Expected Outcome:** Directors will receive new information to enhance departmental efforts.

**Strategy 5.1.2:** Encourage the staff to attend workshops hosted by Human Resources. If the budget allows, approval travel to conferences and workshops off campus.

**Performance Indicator:** Support participation in professional conferences and university sponsored workshops via approvals.

**Expected Outcome:** Directors will exchange ideas, learn about campus updates and resources, determine ways to collaborate, and find solutions to problems.

**Objective 5.2:** Promote the Student Affairs Employee Awards Program.

**Strategy 5.2.1:** Request nominations throughout the semester for all Student Affairs award categories.

**Performance Indicator:** Nominations will be submitted to the awards selections committee and winners will be selected.

**Expected Outcome:** Staff members and departments will be recognized for outstanding service, innovative programming, and accomplishments.

**Strategy 5.2.2:** Schedule the annual end of the year celebration.

**Performance Indicator:** Set the date, plan meal, purchase awards.

**Expected Outcome:** Student Affairs award winners will be announced. A culture of praise will be maintained among coworkers.
**Time Line:** Schedule monthly meetings for directors during the academic year. The nomination deadline for Student Affairs Awards will be April 15. Plan the cookout in June.

**Assessment Procedure:** The directors will be surveyed to determine staff development topics of interest. Monthly reports will be reviewed to determine accomplishments toward goals and participation in staff development opportunities. Nomination forms will be sent to the entire division several times throughout the year in order to collect nominations for awards.

**Use of Assessment Data:** Data will be used to enhance staff development and reward employees for their hard work and dedication to our students.
Office of Campus Safety and Emergency Operations
Goals and Objectives for 2012-2013

Mission Statement: The mission of the Office of Campus Safety and Emergency Operations is to utilize effective planning, training, and coordination to continually develop the prevention, mitigation, preparedness, response, and recovery capabilities of The University of North Carolina at Pembroke for emergencies resulting from all hazards.

Goal 1: Implement a comprehensive safety program to educate students, faculty, and staff regarding various topics surrounding campus safety awareness.

Objective 1.1: Co-host a program during Welcome Week to educate new incoming freshman to make good choices and how to be safe on campus. The event will be a combined effort of Police and Public Safety, Counseling and Testing, SGA, and Campus Safety and Emergency Operations.

Strategy 1.1.1: Provide an interactive activity using the “Family Feud” game theme to educate new freshman on such topics as walking late at night, personal safety measures, and responding to major emergencies that could potentially impact the campus.

Performance Indicator: Response from participants will be evaluated to determine level of knowledge and campus safety.

Expected Outcome: Freshman students will become familiar with various campus safety initiatives.

Strategy 1.1.2: Campus police will develop questions regarding general campus safety and campus safety initiatives.

Performance Indicator: Response from students will be evaluated to determine level of knowledge of campus police initiatives.

Expected Outcome: Freshman students will become familiar with various campus safety initiatives and become more self-aware of how to protect themselves and their property while on campus.

Strategy 1.1.3: The Counseling and Testing Center will develop questions regarding sexual assault prevention and other questions pertaining to their professional area.
Performance Indicator: Response from student will be evaluated to determine level of knowledge of counseling and testing initiatives and sexual assault prevention.

Expected Outcome: Freshman students will become aware of the importance of making good choices throughout their collegiate career as it relates to their personal safety. Students will also be introduced to the Counseling and Testing Center staff and be introduced to their services.

Strategy 1.1.4: SGA will identify prizes to be distributed to program winners and participants.

Performance Indicator: Students will be engaged in the activities knowing the possibility of winning prizes for participation.

Expected Outcome: Freshman students remain engaged throughout activity and campus safety “Family Feud” game presentation and have fun learning about campus safety.

Objective 2.1: Provide campus safety training to faculty and staff utilizing Blackboard. Topics to be covered include how to prevent theft, fire safety, and active shooter awareness and response.

Strategy 2.1.1: Develop interactive training sessions utilizing Blackboard covering a variety of campus safety topics.

Performance Indicator: Performance will be based upon the number of participants from faculty and staff on campus.

Expected Outcome: Faculty and staff will become engaged with the opportunity to do independent safety training. Would like to see at least 50% of UNCP faculty and staff participate in the training.

Strategy 2.1.2: Provide tests or quizzes in various topic areas utilizing Blackboard to evaluate learning and understanding of campus safety response priority and appropriate response to various safety topics.

Performance Indicator: Faculty and staff will demonstrate, through successful completion of tests or quizzes, their understanding of campus safety response protocol and appropriate response to various safety topics.

Expected Outcome: Faculty and staff will become more aware of the campus safety response protocols of the university and appropriate response to various situations.
**Time Line:**  July 2012: Meetings and planning sessions will be held with Counseling and Testing, Police and Public Safety, and SGA. August 13, 2012: “Family Feud” game presented on Monday evening as part of Welcome Week activities. August-December 2012: Police and Public Safety will conduct follow-up presentations within New Student Orientation classes. July 2012-August 2012: Development of Blackboard training module. September, 2012-May 2013: Push Blackboard training out to faculty and staff.

**Assessment Procedure:** Assessment will be provided through the interaction with students in follow-up presentations and surveys during New Student Orientation classes, and through interaction with faculty and staff as well as scores on tests and quizzes.

**Use of Assessment Data:** Data generated will be evaluated to determine if changes are necessary in the education and training of students regarding campus safety awareness.
The Career Center
Goals and Objectives for 2012-2013

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 and offer innovative programs and services designed to educate students about the career planning process and to guide them through the steps of creating an individualized career plan.

Objective 1.1: Review, update, and implement detailed assessment plan for the Career Center.

Strategy 1.1.1: Continue to utilize Campus Labs and integrate new survey function within Brave Opportunities/CSO to support assessment plan.

Performance Indicator: Surveys developed and administered through Campus Labs and CSO. Consider integrating swipe card system into intake and attendance procedures.

Expected Outcome: On-going assessment of Career Center programs and services. Greater access to assistance with survey development. Ease of survey administration.

Strategy 1.1.2: Review assessment plan from previous year to determine what worked and what did not and structure 2012-2013 plan around this review. Focus on integrating learning objectives and CAS standards into assessment process. Specifically, create new assessment plan related to individual appointments with students and alumni and individual program evaluations.

Performance Indicator: Enhanced plan for developing and administering evaluations of programs and services.

Expected Outcome: Enhanced quality and usefulness of data received as a result of assessments.

Strategy 1.1.3: Assess current administration of the annual survey of graduates. Work with Institutional Effectiveness to develop a plan for the future of this survey.
Performance Indicator: Enhanced plan for developing and administering survey.

Expected Outcome: Increase in alumni participation in survey and valuable data.

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

Strategy 1.2.1: Continue to implement “Career Quest” Living-Learning Community. Select from group of applicants. Teach Introduction to Career Development sections specifically for Career Quest students. Provide specific programming for Career Quest students including alumni mentoring, employer site visits, alumni and employer panels, business etiquette dinner, community service projects, etc.

Performance Indicator: Progress toward development and implementation of an individualized career plan among Career Quest members.

Expected Outcome: Enhanced career-planning skills among Career Quest members and individualized access to Career Center staff and services.

Strategy 1.2.2: Continue to focus on presenting in classrooms and other group settings. Focus on reaching out to student leaders. Update workshops to include current topics such as professionalism and social media.

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: Coordinate and sponsor Professional and Career Development Institute in spring 2013. Investigate options for recording and archiving workshops for online use.
**Performance Indicator:** Number of participants – students, faculty, alumni, employer representatives. Evaluation of workshops and events.

**Expected Outcome:** Increased knowledge of the career development process and increased mastery of related skills such as resume writing, career research, interviewing, etc.

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

**Strategy 1.3.1:** Evaluate and update handouts, flyers, books, and other resources offered in the Career Center and on the Career Center Web site on an on-going, regular basis.

**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:** Continue to utilize service within Brave Opportunities/CSO that enables students to take Myers-Briggs Type Indicator and Strong Interest Inventory through their accounts in the system. Students will be required to meet with Career Center staff for interpretation.

**Performance Indicator:** Increased number of students utilizing service.

**Expected Outcome:** Ease of access to career development assessments. Increased understanding of individualized career planning process among students.

**Time Line:** On-going through 2012-2013 academic year. Some specific programming and event deadlines vary.

**Assessment Procedure:** Paper and electronic evaluations of individual workshops, electronic evaluative follow-up with Career Center visitors, possible focus groups. Data will be analyzed and shared with Career Center staff and Division of Student Affairs administration/directors as appropriate. Possible uses of data include presentations at professional conferences.
Proposed Use of Assessment Data: Data will be evaluated to determine programs that are considered to be most beneficial, informative, useful, etc. to students. Future programming and events will be developed around findings.

Goal 2: Continue to develop and offer employment-related services to assist students and alumni.

**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, 2013.

**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 10 additional on-campus interviewing opportunities and 20 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 20 new participants in career fairs and on-campus recruiting.
Expected Outcome: Increase in career fair, 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.

Objective 2.3: Enhance implementation of on-campus student employment policies and procedures made official July 1, 2009.

Strategy 2.3.1: Follow targeted marketing plan to inform students of program.

Performance Indicator: Written marketing plan.

Expected Outcome: Increase in awareness of and participation in on-campus student employment program among UNCP students.

Strategy 2.3.2: Develop training session for students interested in participating in on-campus employment program in conjunction with Human Resources.

Performance Indicator: Calendar of training sessions for students.

Expected Outcome: Increase in awareness of new policies and procedures related to on-campus student employment. Students taking responsibility for their role in the program.

Strategy 2.3.3: Offer on-going training for students and supervisors.

Performance Indicator: Calendar of training sessions for supervisors.

Expected Outcome: Increase in awareness of new policies and procedures related to on-campus student employment.

Objective 2.4: Promote the use of Interview Stream program to enhance student and alumni interview skills
Strategy 2.4.1: Market the new program to faculty in specific majors and those with internship requirements

Performance Indicator: Number of faculty utilizing the program to prepare students for interviews related to major/career path.

Expected Outcome: Increased student interview preparedness.

Strategy 2.4.2: Market the program to students and alumni in preparation for interviews.

Performance Indicator: Number of students utilizing the program to prepare for interviews

Expected Outcome: Increased student interview preparedness


Assessment Procedure: Assessment of number of employer contacts, number of employer recruiting sessions, number of students in attendance at events and programs, number of faculty involved with programming, number of job postings to Brave Opportunities, number of site visits, number of on-campus positions available to students, number of students employed on campus, etc. Possible use of electronic survey as follow-up to student use of programs and services. Data will be analyzed and shared with Career Center staff and Division of Student Affairs administration/directors as appropriate.

Proposed Use of Assessment Data: Data will be evaluated to determine success in increasing numbers related to employment services of The Career Center and effectiveness of new on-campus student employment program. Future services, programming, and events will be developed around findings. Possible uses of data include presentations at professional conferences.

Goal 3: Effectively and deliberately promote and market programs and services of the Career Center for the purpose of increasing active participation and involvement. Increase student preparedness for job search.

Objective 3.1: Continue to develop Career Peer program and to utilize Career Peers in marketing and programming efforts.

Strategy 3.1.1: Continue working with the Street Team to creatively market events and services through the “Take it to the Streets” initiative.
**Performance Indicator:** Increase in students participating in Career Center programs and services indicating that Career Peers were influential in participation. Visible Career Center/Career Peer branding across the campus community.

**Expected Outcome:** Heightened understanding of resources available for career planning and experiential learning. Increased participation in Career Center events and programs.

Strategy 3.1.2: Continue training the Tech Team on responsible social media use, positive online image, and marketing strategies.

**Performance Indicator:** Increase in number of students following the Career Center on Twitter, students who “like” the Career Center on Facebook, and students who joined the UNCP Career Center Networking group on LinkedIn.

**Expected Outcome:** Students and alumni will become more engaged with Career Peers, Career Center staff, alumni, and employers. Students and alumni will be exposed to Career Center events, programs, and other career development opportunities.

Strategy 3.1.3: Continue training the Consulting Team to facilitate workshops and resume critique stations around campus.

**Performance Indicator:** Increased attendance at mandatory training sessions and active participation of Career Peers in workshops, presentations, resume critiques, office hours, etc.

**Expected Outcome:** Students will seek Career Peers for career information and assistance. Career Peer liaisons will foster stronger relationships between The Career Center and the populations it serves.

Strategy 3.1.4: Develop targeted strategy to increase membership in Career Peers focused on developing a group that is diverse in terms of ethnicity, gender, academic classification, academic major, career plans, etc.

**Performance Indicator:** Increase in applications received by The Career Peer officers.

**Expected Outcome:** Based on interviews and faculty recommendations, Career Peers will select diverse members who are responsible, motivated, and engaged members of the UNCP community.
Objective 3.2: Implement and continue on-going evaluation of overall marketing plan and promotional materials for the Career Center.

Strategy 3.2.1: 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.

Strategy 3.2.2: Further develop and continue to implement a social media plan for the Career Center.

Performance Indicator: Increased knowledge of Career Center programs and services among students, alumni, faculty, and staff. Higher number of student followers, likes, and group members.

Expected Outcome: Increased involvement in Career Center programs and services. Enhanced career-planning skills among UNCP students and alumni.

Objective 3.3: Increase awareness of Career Center programs and the opportunity for student groups to sponsor programs within student organizations.

Strategy 3.3.1: Develop targeted marketing to student organizations to offer Career Center presentations to their memberships.

Performance Indicator: Increase in number of invited presentations to student organizations and groups and program evaluations.

Expected Outcome: Enhanced career planning skills among UNCP students.

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

Strategy 3.4.1: Reach out to faculty and staff in specific programs such as Health Careers Access Program, Honors College, RISE, PURC, Hawk Assistantships, etc. to schedule specific programming for students in those programs.
**Performance Indicator**: Number of presentations made to targeted groups and program evaluations.

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

**Strategy 3.4.2**: Consider re-establishment of Career Council.

**Performance Indicator**: Increased involvement and support from UNCP faculty and staff.

**Expected Outcome**: Decision regarding Career Council. Re-establishing council would increase faculty involvement, and “buy-in” of Career Center efforts.

**Strategy 3.4.3**: 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**: Increased student attendance for faculty-supported programs.

**Strategy 3.4.4**: Send targeted mailing with Career Center marketing piece to faculty.

**Performance Indicator**: Delivery to faculty mailboxes by August 2012.

**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.

**Objective 3.5**: Increase exposure to Career Center activities among commuter students and students at satellite campuses.

**Strategy 3.5.1**: 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 3.5.2: 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 3.5.3: Market online 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 3.6: Increase alumni involvement and use of Career Center programs and services.

Strategy 3.6.1: Market CareerShift to students and alumni.

Performance Indicator: Number of registered students/alumni.

Expected Outcome: Increase number of contacts available to students as resources for networking and career information.

Strategy 3.6.2: Publicize Career Center events through Alumni Affairs newsletter and listserv.

Performance Indicator: Increase in alumni involvement in Career Center programs.

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

Timeline: On-going through 2012-2013 academic year. Some specific programming and event deadlines vary.
Assessment Procedure: Social media efforts will be measured by student/alumni program surveys, number of Facebook “likes,” Twitter followers, and LinkedIn group requests. Surveys regarding the participation and use of services will be delivered to commuter/resident students, alumni, faculty, and staff following special events, programs, and one-on-one appointments. Data will be analyzed and shared with Career Center staff and Division of Student Affairs Administration/Directors as appropriate. Possible uses of data include presentations at professional conferences.

Proposed Use of Assessment Data: Data will be evaluated to determine effectiveness of marketing strategies in increasing The Career Center’s visibility and the participation of on-campus and off-campus constituents. Future marketing efforts and programming/events will be developed around findings.
Office for Community and Civic Engagement
Goals and Objectives for 2012-2013

Mission Statement The mission of the Office for Community and Civic Engagement (CCE) is to support The University of North Carolina at Pembroke’s mission to empower students to engage in responsible citizenship by providing educational opportunities that create social consciousness and promote civic engagement through community collaboration.

Purpose: To provide resources and meaningful experiences for UNCP students to be socially, politically, and economically aware and engaged with local to global communities and issues.

Vision: All UNCP students become actively engaged and responsible citizens. The CCE office is a department of the Division of Student Affairs and a member of the North Carolina Campus Compact.

Goal 1: Continue to develop innovative programs and service opportunities to educate, develop, and recognize student civic responsibility and citizenship.

Objective 1.1: Coordinate with the North Carolina Campus Compact (NCCC) to obtain scholarships for students that engage in community service opportunities that enhance civic development for students.

Strategy 1.1.1: Apply and gain approval to participate in NCCC programs.

Performance Indicator: Secure up to 10 program awards.

Expected Outcome: Enroll at least 10 students to participate in the program.

Strategy 1.1.2: Engage participants with community organizations that expose students to opportunities for civic development and responsible citizenship.

Performance Indicator: All participants will engage in roles that allow for meaningful exposure, experiences, and opportunities to make contributions that enhance their knowledge and awareness of civic responsibility.

Expected Outcome: Students will report improved knowledge and awareness of civic responsibility.
Objective 1.2: Cooperate with the Financial Aid office to coordinate FWS students who will engage in community service with partnering community organizations.

**Strategy 1.2.1:** Collaborate with Financial Aid to effectively utilize the federal work study program (FWSP) to engage students in community service opportunities.

**Performance Indicator:** The Financial Aid office will promote and advertise to eligible work-study students the availability and incentives to participate in the FWS-community service program.

**Expected Outcome:** The FWS program will meet and exceed 15% student participation in community service.

**Strategy 1.2.2:** Cooperate with the financial aid office to recruit federal work-study (FWS) eligible students into community service programs.

**Performance Indicator:** FWS students will inquire and apply for community service opportunities.

**Expected Outcome:** At least 10 FWS students will participate in community service program opportunities.

**Strategy 1.2.3:** Collaborate with community organizations to sponsor and support FWS students to engage in community service.

**Performance Indicator:** Community organizations will partner in sponsorship opportunities to support FWS funding up to 25% per student.

**Expected Outcome:** Up to 10 community organizations will support FWS students’ participation in community service programs.

**Strategy 1.2.4:** Coordinate FWS students to engage with community organizations that expose them to civic development opportunities.

**Performance Indicator:** All students will engage in roles that allow for meaningful exposure, experiences, and opportunities to make contributions that enhance their knowledge and awareness of civic responsibility.
Expected Outcome: Students will report improved knowledge and awareness of civic responsibility.

Objective 1.3: Gain recognition for the President’s Higher Education Community Service Honor Roll to recognize the institution’s service commitment and community involvement.

Strategy 1.3.1: Apply for the President’s Higher Education Community Service Honor Roll in 2013.

Performance Indicator: Successfully complete and submit the President’s Higher Education Community Service Honor Roll application by the required due date.

Expected Outcome: The university will be awarded the 2013 President’s Higher Education Community Service Honor Roll.

Time Line: July 1-30: Procure funding support for 2012-13 programs and activities. August 1-September 30: Advertisement & recruitment phase to fill all positions. October 1-April 30: Contract and service phase to implement programming, activities, and support. November 1-December 15: Apply and submit for the President’s Higher Education Community Service Honor Roll. April 1-30: Collect data and evaluations to assess funding support and effectiveness of student participation in community service programs.

Assessment Procedure: Director will evaluate the acquisition of funding support for community service initiatives that enabled student participation in NCCC and FWS programs. Review timesheets, service logs, program evaluations, and student reflections to determine effective use and adequate availability of staff support. Program review will be ongoing to determine efficient and effective use of funds.

Proposed Use of Assessment Data: Data and reports will be reviewed to determine efficiency of funding sources to enhance student engagement in community service programs and civic development opportunities. The director will use the data to pursue sustainable funding sources and develop future programs.

Goal 2: Develop student awareness of civic engagement and responsible citizenship and accurately report the impact of student engagement activities.

Objective 2.1: Engage 10% of student enrollment in direct service and volunteer programming.

Strategy 2.1.1: Register student volunteers in UNCP Volunteer
Opportunities.

**Performance Indicator:** Students will register and use UNCP Volunteer Opportunities to engage in volunteer opportunities.

**Expected Outcome:** At least 500 students will register with the UNCP Volunteer Opportunities online volunteer management system.

**Objective 2.2:** Engage students in initiatives that directly impact and promote change on campus and in local communities.

**Strategy 2.2.1:** Employ three student service leaders (SSL) to develop and implement CCE programs and service activities. The student service leaders will recruit volunteers, plan, develop, and coordinate service opportunities and educational programs that address and advocate for hunger victims, homelessness, environment sustainability, social justice, literacy education, and life skill development.

**Performance Indicator:** Student service leaders (SSL) will dedicate 5-8 hours per week with the CCE office for to plan, develop, and coordinate service programs and activities.

**Expected Outcome:** Student service leaders (SSL) will demonstrate a greater social consciousness, civic responsibility, and their ability to impact the campus and local communities through active, engaged citizenship. Student leaders will reflect and document the impact of their leadership experience.

**Objective 2.3:** Conduct education programs, training and workshops to educate students on social, community, and civic issues.

**Strategy 2.3.1:** Develop and implement monthly education programs, training, and workshops to educate students on social, community, and civic issues.

**Performance Indicator:** Conduct monthly training and service programs through the Civic Engagement Education series to enhance personal development and social awareness for greater civic engagement.

**Expected Outcome:** Students will attend educational programs, workshops, and service/civic engagement conferences. Students will engage in meaningful and thoughtful reflections that demonstrate awareness and understanding of social justice issues.
Strategy 2.3.2: Student service leaders will develop and implement experiential learning programs to engage student service opportunities that address social justice issues and community needs.

Performance Indicator: Student volunteers will participate in experiential learning (alternative break trips, reading parties, etc.) programs and service opportunities that directly impact community needs.

Expected Outcome: Students will report greater appreciation, improved knowledge, and understanding for active civic engagement. Through reflections, students will demonstrate greater awareness of the impact of service and how they might incorporate civic responsibility into their personal and career activities.

Strategy 2.3.3: Develop volunteer and service events to engage students in direct service through opportunities such as monthly service events (i.e. can food and clothing drives, blood drives, roadside clean-up, etc.), national service events, and Days of Service.

Performance Indicator: CCE staff and student service leaders (SSL) will develop and provide students with monthly volunteer and service opportunities.

Expected Outcome: 1) Each SSL will conduct at least one special service project in the fall and spring semesters; 2) CCE office will host at least three Days of Service; and, 3) participate in at least two national service events.

Objective 2.4: Track and accurately report student engagement impact in local community.

Strategy 2.4.1: Conduct volunteer orientation workshops to educate students on tracking volunteer service hours.

Performance Indicator: Students and student organizations will attend training workshops to register with UNCP Volunteer Opportunities.

Expected Outcome: The CCE office will accurately report student involvement and impact on community needs.

Strategy 2.4.2: Promote, advertise, and use social media to recruit students to engage in UNCP Volunteer Opportunities.
**Performance Indicator:** Students and student organizations will use UNCP Volunteer Opportunities to track their service activities.

**Expected Outcome:** Fifteen percent (15%) of the fulltime enrollment will participate and record service through the CCE office, of which 30% freshman class will engage and report service with the CCE office.

**Time Line:** July 1-August 30: Update the CCE website and calendar with service events and programs. Advertise and promote UNCP Volunteer Opportunities. September 1-December 15: Participate in the Fall Student Involvement fair. Conduct service events and programs (7% student enrollment engaged in service). January 1-April 15: Participate in the Spring Student Involvement fair. Conduct service events and programs (15% or more student enrollment engaged in service). April 1-30: Evaluate the effectiveness of program development and implementation. On-going: Identify and promote new service opportunities for students.

**Assessment Procedure:** Paper and electronic evaluations on service events, educational programs, and service projects. UNCP Volunteer Opportunities hour tracking logs, blogs, and event registration will be used to assess student participation and volunteer activity. Oral and written reflections will be used to assess student’s knowledge and understanding service and civic responsibility.

**Proposed Use of Assessment Data:** Director will evaluate data to make changes and improve CCE educational programs as needed. Make decisions and recommendations for future program development.

**Goal 3:** Develop student educational experiences through the integration of service, curricular, and co-curricular opportunities that are reflected in the student transcript.

**Objective 3.1:** Develop a civic engagement minor for students interested in community and public service.

**Strategy 3.1.1:** Collaborate with Academic Affairs to develop a new academic minor in the area of civic engagement.

**Performance Indicator:** Develop a course description for the new academic minor. Submit a course description of the civic engagement minor to the University Provost in the spring 2013 semester.

**Expected Outcome:** Incorporate the civic engagement minor into the 2013 academic catalog.
Objective 3.2: Develop and enhance curricular opportunities to engage students in service-learning courses.

Strategy 3.2.1: Collaborate with the Service Learning Director to enhance curricular opportunities to engage students in service-learning courses that contribute to social, emotional, and intellectual student development.

Performance Indicator: At least 30% faculty will develop a vision for curricular programs that engage students in service-learning opportunities.

Expected Outcome: Faculty will develop service-learning curriculum that contributes to social, emotional, and intellectual student development.

Objective 3.3: Enhance students’ knowledge and understanding of demographics and community needs through service internships.

Strategy 3.3.1: Collaborate with non-profit and community agencies to develop opportunities for student service-internships. Explore and coordinate opportunities with the non-profit and community agencies for student interns to develop programs, conduct surveys and assessments to meet community needs.

Performance Indicator: Community agencies will partner with the CCE office to create internship opportunities for university students. Students will intern with community agencies and organizations.

Expected Outcome: Community organizations will cooperate with CCE to incorporate student interns into community service programs. Students will report increased knowledge and understanding of community needs, the impact of volunteered service and human resources to meet community needs.

Time Line: July 1-November 30: Submit course development proposal for the civic engagement minor. September 1- May 1: Develop sustainable partnerships to implement initiatives that engage students in service learning and community service opportunities. Engage student intern in community service and community assessment opportunities. April 1-30: Evaluate program effectiveness to develop student internship opportunities.

Assessment Procedure: Review minutes from S-L committee meetings. Student interns will provide written reports of service work conducted with community organizations.
Proposed Use of Assessment Data: Director will evaluate data to make changes in programs and improve collaborative service opportunities as needed.
Counseling and Testing Center
Goals and Objectives for 2012-2013

Mission Statement: As a component of the Student Affairs Division, the mission of the Counseling and Testing Center is to provide services of a primarily developmental and preventative nature to help students balance their lives.

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

Objective 1.1: Continue to provide mental health and crisis counseling and assessment services to students with personal concerns that interferes with their academic progress.

Strategy 1.1.1: Provide individual and group counseling.

Performance Indicator: Students will be seen on a timely basis for individual 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.

Strategy 1.1.2: Provide psychiatric consultation.

Performance Indicator: Students will be seen on a timely basis for psychiatric care, without the use of a waiting list.

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

Strategy 1.1.3: Provide crisis consultation and assessment to clients of the center as well as the university community.

Performance Indicator: CTC staff will provide crisis counseling and consultation through university committees and the center.

Expected Outcome: Outcomes of these assessments will aid in creating a healthier and safer university community.

Strategy 1.1.4: Identify and collaborate with treatment referral sources, both local and outside of the immediate geographic area.
Performance Indicator: A treatment referral database will be created.

Expected Outcome: Referral of clients to community resources will be streamlined and enhanced.

**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.

Performance Indicator: Counseling Center staff will continue professional development.

Expected Outcome: Staff will gain all needed continuing education units to keep licenses.

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

Performance Indicator: Each staff will have a focus area to serve diverse student needs.

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.

Strategy 1.2.3: Provide a training program for graduate counseling and/or social work students.

Performance Indicator: Master’s level trainees from counseling and/or social work will be “employed” during the academic year.

Expected Outcome: Use of trainees will enable an increase in the available client service hours beyond those that the clinical staff is able to provide.

**Time Line:** June 2013.

**Assessment Procedure:** Data generated through Titanium software and Campus Labs for quantitative and qualitative analysis.

**Use of Assessment Data:** Determine waiting lists, need for additional staff, and level of service. Measure learning outcomes.
Goal 2: Provide testing services in support of the university’s mission.

**Objective 2.1:** Administer undergraduate and graduate standardized academic tests to UNCP students. Administer educational and professional tests for both on-campus and community constituencies.

**Strategy 2.1.1:** Support undergraduate and graduate admissions by administering entrance assessments (i.e.; CSXQ, TOEFL, MAT).

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

**Expected Outcome:** Testing will work collaboratively with departments on availability and administration times.

**Strategy 2.1.2:** Provide course credit, professional certification/licensure, and secure proctored testing for both UNCP students and community members.

**Performance Indicator:** The current offering of tests will be maintained and additional ones will be added as opportunities arise.

**Expected Outcome:** Within the limitations of the current facility, as wide a variety of tests as possible will be offered.

**Time Line:** Activities will continue throughout the entire year with a major review at the end of each semester.

**Assessment Procedure:** Data about the number and types of tests given will be generated using the center’s Titanium scheduling system. Feedback from university entities providing referrals will be solicited and analyzed.

**Proposed Use of Assessment Data:** Demand for various tests will be analyzed relative to the costs involved of supplying those tests (salary, equipment, etc.). A balance between service and sustainability will be sought.

Goal 3: Increase campus and community-wide visibility and student awareness of Counseling and Testing Center services through targeted outreach programs and building a collaborative network of community resources.
**Objective 3.1:** Provide campus-wide education, support, and advocacy surrounding gay, lesbian, bisexual, transgendered, and questioning (GLBTQ) issues.

**Strategy 3.1.1:** Offer programming that addresses GLBTQ concerns and needs.

**Performance Indicator:** CTC will plan and implement at least one program per semester addressing GLBTQ concerns and needs.

**Expected Outcome:** The GLBTQ student population will increase knowledge of issues affecting their lives.

**Strategy 3.1.2:** The Counseling and Testing Center will partner with the campus and community to increase awareness of counseling services and programs available to the GLBTQ population.

**Performance Indicator:** Contacts to departments and groups on campus will be made at least two times per semester to implement this strategy.

**Expected Outcome:** The GLBTQ student population will have an increased knowledge of how to access counseling services and programs.

**Objective 3.2:** Provide campus-wide education, support, and advocacy for students who are veterans.

**Strategy 3.2.1:** Make connections with and provide support and resources for university student organization for veterans, UNCP Chapter of Student Veterans of America and for Veteran Education and Transition Assistance team.

**Performance Indicator:** Offer support and resources to UNCP student organization for veterans and Veteran Education and Transition Assistance team regarding mental health through monthly contacts with organizational members.

**Expected Outcome:** Returning veterans at UNCP will gain a better understanding of resources and support available to them through the Counseling and Testing Center.

**Strategy 3.2.2:** Increase connections to university and community resources that can assist veterans.
Performance Indicator: Student veteran population will increase resource knowledge.

Expected Outcome: CTC will be better prepared with referral sources and knowledge about university and community resources.

Objective 3.3 Provide education and support through outreach targeting Native American students.

Strategy 3.3.1: Network with Native American Student Organization advisor by designating a staff member to act as a liaison to collaborate on student needs.

Performance Indicator: CTC will implement one program per semester in collaboration with NASO to target the needs of students.

Expected Outcome: The Native American students will increase knowledge and awareness of resources to assist in personal development.

Strategy 3.3.2: Develop relationships with local Native American leaders to gather information on perceived student needs and provide education about the resources available in CTC.

Performance Indicator: With assistance from the NASO advisor, CTC will identify and meet with local leaders to discuss student needs and CTC resources.

Expected Outcome: Communication will increase between CTC and local Native American leaders resulting in greater publicity of CTC in the community and greater referrals of students for on-campus services through CTC.

Strategy 3.3.3: The CTC office will develop informational/referral materials specifically targeting Native American students.

Performance Indicator: The CTC will provide information about counseling services and programs to NASO and the residence halls/apartments targeting the Native American population.

Expected Outcome: The Native American students will have a better understanding of the counseling services available.

Strategy 3.3.4: CTC will attend NASO events to develop personal connections with staff and students.
**Performance Indicator:** CTC liaison or other staff member will attend social or educational programs throughout the year.

**Expected Outcome:** Native American students will feel more comfortable accessing CTC services.

**Objective 3.4: Provide psycho-education and support through outreach targeting Greek life students.**

**Strategy 3.4.1:** CTC will present on counseling and testing services at the Greek life council meetings and the National Pan-Hellenic Council during the year to provide education and collaboration.

**Performance Indicator:** CTC will provide literature on the counseling and testing services and address any questions the Greek life students may have.

**Expected Outcome:** Greek life students will have a better knowledge of how to access services and programs.

**Strategy 3.4.2:** CTC will collaborate with the Office of Greek Life to identify needs of this population and offer programming that targets these needs.

**Performance Indicator:** CTC will plan and implement at least one program per semester targeting Greek life concerns and needs.

**Expected Outcomes:** The Greek life students will enhance their knowledge on how to appropriately address the issues affecting their lives.

**Time Line:** Activities will continue throughout the entire year with a major review at the end of each semester.

**Assessment Procedure:** Data about the number of students from these areas will be generated using the center’s Titanium scheduling system. Faculty and staff in these areas will be involved to give feedback on collaborative efforts.

**Proposed Use of Assessment Data:** Data will tell if marketing is reaching areas of need and collaboration is assisting in wellness efforts.

**Goal 4: Increase wellness education campus wide.**

**Objective 4.1:** Evaluate on-going programs and promote wellness.
Strategy 4.1.1: Offer various screenings for depression, anxiety, eating disorders, etc.

Performance Indicator: Screening days will generate referrals to address mental health issues and provide information on the campus climate regarding specific issues.

Expected Outcome: Wellness will increase campus wide and programming will be tailored due to data collection.

Strategy 4.1.2: Co-sponsor wellness programs with AWARE and other departments and student groups on campus.

Performance Indicator: Collaborative efforts yield higher attendance.

Expected Outcome: Awareness of health and wellness issues will increase.

Objective 4.2: Educate the campus community on sexual responsibility, sexual assault, and violent behavior.

Strategy 4.2.1: Increase awareness of and how to utilize the Interpersonal Violence/Sexual Assault Response Team (IV/SART) across campus and within the community.

Performance Indicator: Attend departmental, group, and/or community meetings each semester to provide information on IV/SART.

Expected Outcome: An increase in campus knowledge of resources for sexual assault.

Strategy 4.2.2: Provide sexual responsibility and violence prevention education and programming.

Performance Indicator: Provide at least one program per semester involving sexual responsibility and/or violence prevention.

Expected Outcome: Overall increased awareness and education of sexual responsibility and violence prevention.

Objective 4.3: Increase the welfare and safety of individual students and the campus community.
Strategy 4.3.1: Increase awareness on campus of the Emergency Health and Safety Committee (EHS) and CARE Team.

**Performance Indicator:** Increased outreach/communication with students.

**Expected Outcome:** Increased referrals campus-wide for EHS and CARE Team.

Strategy 4.3.2: Assist students referred through CARE/EHS with accessing campus resources.

**Performance Indicator:** Increased outreach/communication with referred students.

**Expected Outcome:** Decrease in maladaptive behavior by referred students.

**Time Line:** June 2013.

**Assessment Procedure:** Titanium software, evaluation survey.

**Goal 5: Reduce addictive behaviors in the student population.**

**Objective 5.1:** Coordinate and implement the campus alcohol and other drug prevention and education efforts.

Strategy 5.1.1: Meet with Coalition for Substance Abuse Prevention (CSAP) on monthly basis for feedback, strategy, and direction on issues related to alcohol and other drug use and prevention.

**Performance Indicator:** Campus wide participation on task force.

**Expected Outcome:** More feedback from campus community regarding alcohol and other drug prevention and education issues.

Strategy 5.1.2: Implement comprehensive written substance abuse prevention master plan for campus that incorporates multiple best practices in all areas of campus operation (i.e., Student Affairs, Athletics, Academics).

**Performance Indicator:** Education, policy, and enforcement interventions implemented.

**Expected Outcome:** Reduction in campus wide substance
consequences.

Strategy 5.1.3: Update, publish, and distribute official campus drug policy.

Performance Indicator: Policy will be current and useable.

Expected Outcome: The policy will be a tool to educate and structure student behavior.

Strategy 5.1.4: Present drug and alcohol education program to all FRS100 students.

Performance Indicator: Students will attend as a part of requirements for Freshman Seminar.

Expected Outcome: Freshman students will increase knowledge of alcohol and drug issues on campus.

Objective 5.2: Provide assessment, education, and counseling to students with addiction.


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

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

Strategy 5.2.2: Administer the drug assessment and Marijuana 101 program to each violator of the campus marijuana policy.

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

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

Strategy 5.2.3: Administer drug assessment and the Alcohol Edu for Sanctions Program to each violator of the campus alcohol 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.

**Strategy 5.2.4:** Provide assessment and education to the student population on problem gambling behaviors.

**Performance Indicator:** Data will be collected and analyzed and referrals and programming will be generated to the CTC to address these behaviors.

**Expected Outcome:** Wellness will increase campus wide concerning problem gambling.

**Time Line:** June 2013

**Assessment Procedure:** Surveys, coalition feedback, Titanium software, evaluations, Alcohol Edu for Sanctions evaluation measures.

**Use of Assessment Data:** Measure learning outcomes and program effectiveness.
Givens Performing Arts Center
Goals and Objectives for 2012-2013

Mission Statement: The Givens Performing Arts Center strives to enhance the cultural development of the University and its constituency in the region by offering a diversified selection of multi-disciplinary arts experiences. The center is committed to the promotion of cultural awareness as a life-long experience and to the continuing appreciation for diverse cultures through the presentation of quality local, national, and international artist. Each year, the Givens Center strives to create a season of programs that maintain a balance between the needs of the University Theatre, the university, and the regional community.

Goal 1: Enhance, identify, and develop recognition and appreciation programs for the customers and clients that GPAC serves, i.e., subscribers, multiple ticket buyers, sponsors, and friends of the center.

Objective 1.1: Identify current clients and customers and develop ways to profile their individual preferences and information in order to serve them better.

Strategy 1.1.1: Use the Provenue ticketing system to develop user profiles that allow us to obtain and store key customer data. Information such as birthdays, anniversaries, special seating needs, etc. will be stored.

Performance Indicator: The number of client accounts that are updated with complete information and the value of that information.

Expected Outcome: The ability to give our customers a more personal experience when they visit GPAC.

Strategy 1.1.2: Survey our current customer’s pre-season to determine the type events and activities they are interested in and how they prefer to receive information on GPAC events and activities. Then follow up with similar post-season surveys to determine if they were satisfied with their overall experience at the theatre.

Performance Indicator: The number of responses that we receive from our customers and the applicable knowledge gained from that data.

Expected Outcome: A better understanding of the wants and needs of our customers and, in turn, increased attendance at
events. In addition, information gained will allow us to reach out to our customers in the ways that are most effective.

**Strategy 1.1.3:** Restructure the annual champagne gala to include more recognition components for our donors and subscribers. While always a huge success, this event is currently a reception for our clients with no actual recognition. Awards such as oldest subscriber, donor with the longest pledge history, etc. may be given.

**Performance Indicator:** The success of the revised gala program and the responses received from customers.

**Expected Outcome:** An opportunity to recognize customers for their continued support at an event hosted for them.

**Strategy 1.1.4:** Continue to improve and expand our affinity clubs. Develop more in depth ways to reach groups such as teachers, health care and legal professionals, service providers, etc.

**Performance Indicator:** Number of affinity clubs identified and the programs presented to these clubs. Additionally, the number of responses/attendees to each of those programs will assist in determining their value.

**Expected Outcome:** Increased attendance numbers for targeted events and a new relationship driven customer database.

**Objective 1.2:** Re-evaluate our sponsorship packages and work to communicate the value of collaborating with GPAC to current and potential sponsors.

**Strategy 1.2.1:** Set realistic but solid goals for reaching out to sponsors. Develop target numbers for visits with both current and potential sponsors. Seek sponsors’ input as to the amount of interaction they would like to have with GPAC representatives.

**Performance Indicator:** The number of sponsor visits made by GPAC staff.

**Expected Outcome:** Increased participation from sponsors and in turn increased revenue.

**Strategy 1.2.2:** Host a sponsor’s appreciation luncheon at the close of the 2012-2013 season and present sponsors with small tokens of
appreciation, certificates, and/or desk plaques, season memorabilia, etc.

Performance Indicator: Presentation of said luncheon and number of sponsors in attendance.

Expected Outcome: Greater buy-in for programs from sponsors and increased financial support.

Strategy 1.2.3: Develop a sponsor’s referral program that would encourage current sponsors to assist us in the solicitation of their peers. Current sponsors would receive incentives such as additional tickets, dinners, or upgrades in sponsorship level based on these referrals.

Performance Indicator: Number of sponsors referrals that we receive from current sponsors.

Expected Outcome: Additional sponsors for GPAC and increased revenue.

Strategy 1.2.4: Continue to utilize both on and off campus resources to identify new sponsors. Continue to participate in local and regional chamber events in order to network with potential sponsors. Work closely with the Office of Alumni Affairs to identify graduates who have an interest in the arts and are potential sponsors.

Performance Indicator: New contacts made and additional sponsors secured from these partners.

Expected Outcome: Increased number of sponsors for GPAC and increased sponsorship revenue.

Objective 1.3: Evaluate and update our current Friends of the Center program in order to increase value and participation in the program. Educate the GPAC staff on the value of these donors and make recognition a priority.

Strategy 1.3.1: Research other similar venues and compare benefit levels offered through their programs.

Performance Indicator: Information gathered from other venues.

Expected Outcome: A more valuable benefits package to offer donors.
**Strategy 1.3.2:** Survey current Friends of the Center members to determine what existing benefits they consider to be most valuable and what new benefits they would like to see added.

**Performance Indicator:** Number of donors responding to the survey and information gained from those donors.

**Expected Outcome:** A more satisfied donor base and increased levels of participation.

**Strategy 1.3.3:** Involve both the GPAC General Advisory Board and the Student Advisory Board in the recognition process. Ask board members to write letters to donors (and sponsors) thanking them for their support. Ask students to write similar letters noting specific experiences and thanking them for making those experiences possible.

**Performance Indicator:** Number of contacts with donors initiated by board members.

**Expected Outcome:** More satisfied donors and increased levels of participation.

**Time Line:** Ongoing for the 2012-2013 season.

**Assessment Procedure:** A review of the quantity and types of data collected will be done for each client/customer to determine its value. The data will then be used in developing marketing and/or customer service plans for the coming year.

**Proposed Use of Assessment Data:** Data will be used to determine if we are, in fact, serving customers to the best of our ability and, if not, what we can do to improve service and relationships with customers, donors and sponsors.

**Goal 2:** Continue to work on the fiscal responsibility of the GPAC by striving to increase revenue and lower expenses for the 2012-2013 season.

**Objective 2.1:** Increase non-ticketing and non-traditional ticketing revenue for 2012-2013 (continuing objective).

**Strategy 2.1.1:** Develop a formal plan for identifying and targeting non-ticketing revenue sources. This plan will include strategies, timelines, budgets, and the development of incentive programs.

**Performance Indicator:** Development and utilization of such a
plan.

**Expected Outcome:** A more structured, efficient approach to raising monies and increasing revenue.

**Strategy 2.1.2:** Work closely with Advancement/Alumni Affairs to identify new sponsors as outlined in 1.2.4.

**Performance Indicator:** Number of new sponsors identified.

**Expected Outcome:** Increased sponsorship revenue for GPAC.

**Strategy 2.1.3:** Create and distribute a brochure that outlines all of the marketing opportunities available at GPAC. This brochure will include details and pricing for showbill advertising, marquee signage, ticket back opportunities, commercial spots on the GPAC lobby TVs, as well as possible naming opportunities for various areas around GPAC.

**Performance Indicator:** Production and distribution of marketing brochure.

**Expected Outcome:** Increased awareness for marketing opportunities at GPAC and increased revenue from these tools.

**Strategy 2.2.4:** Evaluate the effectiveness of a group sales program. This will include gathering input from local employers, churches, civic clubs and organizations, and other such groups to determine their interest in a group sales program.

**Performance Indicator:** Information gathered from these potential groups.

**Expected Outcome:** Data to support any decisions to move forward with or discontinue the group sales program.

**Objective 2.2:** Explore new and/or enhanced partnership opportunities with other departments on campus in order to provide savings and increased value for both parties.

**Strategy 2.2.1:** Work with University and Community Marketing to package media buys with both UCM and other departments on campus. This could be by way of media sharing or packaging annual spending in order to obtain better contract rates and increase buying power.
**Performance Indicator:** Number of opportunities to collaborate with other departments in order to add additional value to dollars spent.

**Expected Outcome:** Increased marketing presence and decreased advertising spending.

**Strategy 2.2.2:** Strive to cross market events with others on campus. This will be a strategy used for both on and off campus marketing.

**Performance Indicator:** Number of partnerships developed across campus.

**Expected Outcome:** Increased success and attendance for all events.

**Strategy 2.2.3:** Share resources with other departments. This will include tangible resources as well as human resources.

**Performance Indicator:** Amount of time and money saved through this sharing effort.

**Expected Outcome:** Better utilization of physical and fiscal resources.

**Objective 2.3:** Revise pricing and awareness of value for events at GPAC. Nationwide, the trend in arts marketing is to lower average prices to increase volume. In most markets, this has led to more seats being sold and a greater adjusted gross income. This is also a more desirable situation for sponsors as more customers are exposed to their product.

**Strategy 2.3.1:** Lower season and single ticket prices by approximately 25% for 2012-2013. While this is a substantial decrease, lower show guarantees (cost to bring show to GPAC) this season will afford us the opportunity to offer more of a discount than in years past.

**Performance Indicator:** Percentage of season and single tickets sold compared to past years.

**Expected Outcome:** Increased gross number of tickets sold and increase in overall revenue.

**Strategy 2.3.2:** Offer a single ticket discount for alumni. In the
past, the only discounts offered to alumni have been on season ticket packages.

**Performance Indicator**: Number of alumni attending events.

**Expected Outcome**: Increased number of alumni attending GPAC events.

**Strategy 2.3.3**: Increase marketing efforts for faculty and staff. Promote the fact that faculty and staff ticket prices reflect up to 50% off the regular ticket prices offered at GPAC.

**Performance Indicator**: Number of faculty and staff attending events at GPAC.

**Expected Outcome**: Greater participation from faculty and staff and increased ticketing revenue based on that increased participation.

**Time Line**: Continuous annual goal.

**Assessment Procedure**: The review and comparison of sales and attendance data for 2011-2012 vs. 2012-2013. Expense data for the same years will be compared to determine success with this overall goal.

**Proposed Use of Assessment Data**: Data will be used to assist with future budget and pricing planning. It will also be used to determine the most effective areas of partnership for fiscal health.

**Goal 3**: Continue to make student involvement a priority at GPAC not only as it relates to event attendance but also through planning and day to day operations.

**Objective 3.1**: Reestablish the GPAC Student Advisory Board for 2012-2013.

**Strategy 3.1.1**: Partner with the Office of Student Involvement and Leadership as well as the Student Government Association to identify students who would be interested in serving on this board.

**Performance Indicator**: Number of students interested in participating on the student advisory board.

**Expected Outcome**: A more engaged, more involved student advisory board and better connection with the overall student body.
Strategy 3.1.2: With the assistance of interested students, develop guidelines and goals for the student advisory board.

Performance Indicator: Quantity and quality of input from students for these guidelines and goals.

Expected Outcome: The production of an operations manual for the student advisory board.

Objective 3.2: Give students a stronger voice in the selection of programs being offered at GPAC each season.

Strategy 3.2.1: Implement more surveys and focus groups throughout the season to gain much needed assessment data that will assist in determining student interests.

Performance Indicator: Number of surveys distributed and rate of return on those surveys.

Expected Outcome: A greater understanding of the types of programs that students are interested in seeing at GPAC.

Objective 3.3: Increase /enhance efforts to reach out to students and encourage participation at GPAC.

Strategy 3.3.1: Ensure that the GPAC staff members become more involved in student based activities outside of GPAC. This will not only allow us to introduce ourselves and our programs to more students, it will also build good will among students and other departments.

Performance Indicator: Number of non-GPAC events in which the GPAC staff participates.

Expected Outcome: Greater knowledge of campus life and the interests of students.

Strategy 3.3.2: In conjunction with the chancellor’s weekend program initiative, strive to provide no less than two weekend programs per semester.

Performance Indicator: Number of new weekend programs added for 2012-2013.
**Expected Outcome:** Increased partnerships with other Student Affairs departments and increased weekend participation from our students.

**Strategy 3.3.3:** Develop promotions, marketing opportunities, and give-aways specifically targeted to students in an effort to increase interest and excitement.

**Performance Indicator:** Number of such programs created for UNCP students.

**Expected Outcome:** Increased awareness and excitement among students for the events hosted at GPAC.

**Strategy 3.3.4:** Incorporate a student-mentoring component into the guidelines for student marshals. Encourage current marshals to invite and inform their peers of the events at GPAC.

**Performance Indicator:** Number of marshals participating in the program and the relationships formed.

**Expected Outcome:** Increased interest among students for programs at GPAC. A greater sense of pride in what they are doing for student marshals.

**Objective 3.4:** Restructure the student marshal program in order to increase participation.

**Strategy 3.4.1:** Develop an incentive package to reflect the overall value of participating in the program.

**Performance Indicator:** Quantity and quality of benefits that are offered to student marshals.

**Expected Outcome:** Increased participation in the program and a stronger sense of ownership for current marshals.

**Strategy 3.4.2:** Request student fee support for the program. If awarded, this funding will be used to provide travel stipends for marshals to see events at other venues, provide small incentives for participation, and to fund the annual year-end cookout.

**Performance Indicator:** Receipt of additional funds for these projects.
**Expected Outcome:** A more engaged, more excited group of student marshals.

**Strategy 3.4.3:** Host monthly “staff” meetings outside of the event schedule with the marshals. These meetings will be used to discuss upcoming events, present new ideas and suggestions, and provide any needed training.

**Performance Indicator:** Number of meetings hosted, number of marshals attending, and value of information discussed at these meetings.

**Expected Outcome:** A more informed group of marshals and a greater sense of pride in the job they are doing.

**Time Line:** Continual goal for 2012-2013 and beyond.

**Assessment Procedure:** Student surveys, formal and informal focus groups, attendance numbers, and recorded level of interest shown by students in various projects and activities will be used to measure student interest and participation during 2012-2013. Student participation in the marshal program will also be evaluated and data used to determine the future of this program.

**Proposed Use of Assessment Data:** Knowledge gained will be used to expand programs that students see as valuable and to refocus energies from areas that seem to have less success at engaging student participation.

**Goal 4:** Continue working to improve the overall operating efficiency at GPAC.

**Objective 4.1:** Secure funding to recruit and hire a student support specialist/administrative assistant for GPAC.

**Strategy 4.1.1:** Work with the current staff to develop a needs assessment for this position based on current distribution of duties.

**Performance Indicator:** Amount of useful information received from staff.

**Expected Outcome:** The overarching theme of a need for additional support staff.

**Strategy 4.1.2:** Research other campus departments, their size, number of administrative staff vs. number of support staff, etc., to
determine average ratios. Also, research other arts facilities of similar size to determine support staff ratios.

**Performance Indicator:** Amount of information received from other areas.

**Expected Outcome:** The realization that, by comparison, GPAC is much underserved in the way of support staff.

**Strategy 4.1.3:** Work with the Office of Human Resources to develop a job description for this position.

**Performance Indicator:** Development of a job description.

**Expected Outcome:** A thorough job description and needs assessment to be presented to university administration to request this position.

**Objective 4.2:** Increase the overall connectivity and technological efficiency at GPAC for both internal and external users/customers.

**Strategy 4.2.1:** Continue to work with the Division of Information Technology and ticketing provider, Tickets.com, to reach an agreement to provide on-line ticketing for the events at GPAC.

**Performance Indicator:** Implementation of on-line ticketing for 2012-2013.

**Expected Outcome:** Ability for customers to purchase tickets on-line before June 30, 2013.

**Strategy 4.2.2:** Obtain and install a minimum of two wireless access points within GPAC.

**Performance Indicator:** Installation of wireless access points at GPAC.

**Expected Outcome:** Wireless capabilities throughout GPAC and better service for students, faculty, and staff as well as external clients.

**Strategy 4.2.3:** With appropriate funding, update all antiquated software such as design programs to meet the growing technical needs of staff.
**Performance Indicator:** Updating and upgrading of all such programs.

**Expected Outcome:** Greater operating efficiency for the GPAC staff.

**Objective 4.3:** Continue to enhance the overall appearance of the GPAC facility.

**Strategy 4.3.1:** Complete the GPAC lobby renovation project that began in 2011-2012.

**Performance Indicator:** Completion of phase three of lobby renovations.

**Expected Outcome:** Enhanced appearance and efficiency of the box office area.

**Strategy 4.3.2:** Investigate possible window coverings for the GPAC lobby in order to provide a more energy efficient space with regards to heating and cooling.

**Performance Indicator:** Presentation of options for covering windows in the GPAC lobby.

**Expected Outcome:** Options to include pricing to present to administration for the purchase of window coverings for the GPAC lobby.

**Strategy 4.3.3:** Recover or replace the current lobby furniture at GPAC.

**Performance Indicator:** Financial feasibility of replacing or recovering said furniture.

**Expected Outcome:** Aesthetically more pleasing look at GPAC.

**Strategy 4.3.4:** Install blinds in the GPAC box office.

**Performance Indicator:** Installation of blinds inside of box office for security purposes.

**Expected Outcome:** Increased security inside box office.

**Time Line:** To be completed or in process by June 30, 2013
**Assessment Procedure:** Continual reviews of the progress of each of the listed projects. Comparisons between GPAC and other similar venues and departments will be analyzed to determine staffing and space needs.

**Proposed Use of Assessment Data:** Knowledge gained will allow us to prioritize future projects. It will also assist in determining staffing needs as we move forward into 2013-2014.
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 and promote an environment of inclusion, integrity, and education among Greek life organizations and community.

Objective 1.1: Provide educational opportunities to fraternities and sororities that focus on issues related to Greek-lettered organizations.

Strategy 1.1.1: Implement learning outcomes-based educational sessions congruent with the mission of the Office of Greek Life.

Performance Indicator: Comprehensive educational program will be established.

Expected Outcome: Events will be designed around learning outcomes for students.

Strategy 1.1.2: Create an officer-training leadership day each semester for students to engage in meaningful and developmental dialogue.

Performance Indicator: Officer-training day held with student involvement and input.

Expected Outcome: Students will be well trained for their specific duties.

Strategy 1.1.3: Provide scholarships and enable students to apply for national scholarships to attend the North American Interfraternity Conference educational institute, The Undergraduate Interfraternity Institute, during Summer 2013. Provide the opportunity for four students to attend the Association for Fraternal Leadership and Values Central Fraternal Leadership Conference in Spring 2013.
**Performance Indicator:** Eligible students will attend UIFI and/or AFLV.

**Expected Outcome:** Students will return with knowledge base to positively affect the Greek community.

**Strategy 1.1.4:** Continue to provide All Greek Council meetings for all stakeholders during the fall and spring semesters with students serving on the All Greek Council executive board.

**Performance Indicator:** Student attendance at AGC meetings will increase and information given will be relevant to the Greek community.

**Expected Outcome:** AGC will provide an outlet for Greek students to learn and develop from members of other organizations.

**Strategy 1.1.5:** Continue to provide advisor roundtables and trainings.

**Performance Indicator:** Advisors will have a comprehensive guide to Greek life and will continue to be supported through the Office of Greek Life.

**Expected Outcome:** Advisors will be more engaged and yearn to assist and help the organizations and Greek community.

**Objective 1.2:** Provide continual development and implementation of fraternity/sorority life assessment tools.

**Strategy 1.2.1:** Provide advising through one-on-one meetings with each chapter president.

**Performance Indicator:** Presidents will have individual times to meet with the director to provide information and establish a plan for their organization.

**Expected Outcome:** Presidents will have a better relationship with the Greek life director as well as feel supported in the Student Affairs Division.

**Strategy 1.2.2:** Provide assistance and communication to advisors for individual organizations.
Performance Indicator: Advisors will have an open line of communication and attain support through various means from the Office of Greek Life.

Expected Outcome: Advisors will build a relationship with the director and become more meaningful within their respective positions.

Strategy 1.2.3: Continue to develop the fraternity/sorority life Greek Awards program for the purpose of continual evaluation of fraternities and sororities by engaging organizations as evaluators of qualitative presentations.

Performance Indicator: Assessment completed on programs and learning outcomes.

Expected Outcome: Qualitative data to support programmatic development and student focused learning outcomes.

Objective 1.3: Educate and develop Greek life staff, councils, and students in regard to new trends, programming opportunities, and professional best practices.

Strategy 1.3.1: Research current trends within fraternity/sorority life through annual Association of Fraternity Advisors membership and conference attendance.

Performance Indicator: Language and conversations will reflect higher education focus and student development activity.

Expected Outcome: Students will gain support and development from staff’s knowledge of trends and will engage in conversations supportive of research from the field.

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, NASPA, SACSA, ACPA, etc.

Performance Indicator: Acceptance of proposals at conferences.

Expected Outcome: UNC-Pembroke’s name will be synonymous with staff growth and support and knowledge of higher education practices.
**Strategy 1.3.3:** Facilitate various fraternity/sorority educational programs and leadership programs at a number of universities and headquarters in order to establish relationships for facilitation needs at UNCP.

**Performance Indicator:** Application acceptance to various leadership facilitation opportunities.

**Expected Outcome:** Students and staff will gain support through various opportunities both on and off campus.

**Time Line:** Data will be analyzed at the end of each semester and then cumulatively at the end of the academic year.

**Assessment Procedure:** Conduct assessment to measure effectiveness of All Greek Council, advisor roundtables, and one-on-one meetings to improve the overall impact for each semester.

**Use of Assessment Data:** The data will be included in the annual report and used to determine each events necessity for continuation as well as events for future inclusion.

**Goal 2:** Continue development of standard procedures for the Office of Greek Life in order to enhance the fraternity/sorority community.

**Objective 2.1:** Establish meaningful partnerships with fraternity/sorority life stakeholders.

**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 fraternity/sorority life opportunities at UNCP.

**Performance Indicator:** Greek life will have a presence at orientation and admission days.

**Expected Outcome:** Higher level of exposure to Greek organizations and positive reflection on Student Affairs staff and departments.

**Strategy 2.1.2:** Develop new and creative ways to market Greek life to the campus community through utilization of print materials, social media, and websites.
Performance Indicator: Students and Greek life associates will look to various means to acquire information.

Expected Outcome: Higher attendance at programming events and more communication via various outlets.

Strategy 2.1.3: Continue to build relationships with departments within the Division of Student Affairs for collaboration, education, and support.

Performance Indicator: Collaboration on cross-departmental events.

Expected Outcome: Departments will support Greek life (and vice-versa) saving money and supporting the larger UNCP student community.

Strategy 2.1.4: Continue to notify faculty and staff of happenings within the Office of Greek Life through press releases, invitations to specific events, and educational programming collaboration.

Performance Indicator: Communication increased as well as higher attendance and support at events.

Expected Outcome: Increased support for Greek organizations and progressive image of students and daily practices.

Strategy 2.1.5: Continue to notify faculty and staff of happenings within the Office of Greek Life through press releases, invitations to specific events, and educational programming collaboration.

Performance Indicator: Collaboration among the Office of Greek Life and various stakeholders.

Expected Outcome: Increased partnerships will result in more support and resources for students.

Objective 2.3: Increase chapter membership numbers of Greek-lettered organizations.

Strategy 2.3.1: Continue to build collaborative partnerships with freshman seminar courses in order to increase the awareness of fraternity/sorority life on campus.

Performance Indicator: Attend freshman seminar classes to distribute information regarding Greek organizations.
**Expected Outcome:** New students will attain knowledge the process to join Greek organizations and what UNCP has to offer.

**Strategy 2.3.2:** Actively pursue student opinions and ideas on recruitment and opportunities for growth.

**Performance Indicator:** Students oversee recruitment process and further develop strategies for increasing membership numbers.

**Expected Outcome:** Students will have more autonomy with recruitment practices and will encourage each other to grow the Greek system.

**Strategy 2.3.3:** Develop Greek life publication material for students and Greek-lettered organizations.

**Performance Indicator:** Materials available for students interested in Greek life.

**Expected Outcome:** UNCP students will have stronger knowledge base of Greek-lettered organizations.

**Strategy 2.3.3:** Grow the Greek life population by at least 15%.

**Performance Indicator:** Membership increase in all organizations.

**Expected Outcome:** The Greek population will grow to around 320 members and have a stronger presence on campus.

**Time Line:** Data will be analyzed at the end of each semester and then cumulatively at the end of the academic year.

**Assessment Procedure:** Conduct assessment to measure growth in the Greek community by new members and active chapter members. Take number counts at Greek events of members and non-members to evaluate population reach and inclusion. Also, conduct assessment with new members to evaluate what methods of communication are reaching them best.

**Use of Assessment Data:** The data will be used to determine effective communication methods and advertising. Also, used to determine best recruitment practices.
Housing and Residence Life
Goals and Objectives for 2012-2013

Mission Statement: The UNCP Office of Housing and Residence Life provides a safe, diverse, and well maintained environment that complements and supports the academic mission and provides a dynamic living and learning program that promotes and inspires individuals to become empowered community members.

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: Obtain input from students relative to making improvements in student housing communities

Strategy 1.1.1: Conduct focus group meetings at each residential community and survey residential students.

Performance Indicator: Development a renovation and/or capital improvement plan.

Expected Outcome: Complete repairs, identify renovation projects, and improve services.

Time Line: During fall semester 2012 and on-going throughout the academic year.

Assessment Procedure: Survey residential students.

Use of Assessment Data: Determine where improvements need to be made in the areas of facility maintenance and housekeeping services.

Goal 2: Develop and offer innovative programs designed to promote an overall satisfaction with the residential experience that will promote student retention.

Objective 2.1: Obtain input from students relative to events and activities planned in their housing communities.

Strategy 2.1.1: Schedule a social program for each community within the first three weeks of the fall semester.

Strategy 2.1.2: Develop a Hall Council for the residential community.
Strategy 2.1.3: Identify a community service project and/or a large scale programming event for each residential community to participate in each semester.

Performance Indicator: Number of events and activities planned and implemented.

Expected Outcome: Identify and plan traditional events and community service projects specifically for each residence hall and apartments and some events to include the entire student population.

Time Line: Beginning of the academic year and on-going.

Assessment Procedure: Obtain feedback from participants of the events and activities.

Use of Assessment Data: Knowledge gained will be used to expand or improve programs and refocus energies from events that seem to have less success.

Goal 3: Continue to increase the number of new Living and Learning Communities and theme/interest housing.

Objective 3.1: Work collaboratively with Academic Affairs and other university departments to identify new community opportunities.

Strategy 3.1.1: Contact Academic Affairs to identify interest in developing new learning community opportunities.

Strategy 3.1.2: Contact organizations and departments to identify interest in developing theme/interest housing.

Strategy 3.1.3: Review and discuss issues and challenges of current learning communities and identify future needs.

Performance Indicator: Number of departments and organizations reached.

Expected Outcome: Establish new learning communities and theme/interest housing.

Time Line: During fall semester 2012 and on-going throughout the academic year.
**Assessment Procedure:** Contact three academic departments and three organizations and/or departments to determine interest for the next academic year. Meet with directors of current learning communities.

**Use of Assessment Data:** Will use results to determine locations and number of beds needed for all communities.

**Goal 4:** Provide students and office staff with latest technological advancements.

**Objective 4.1:** Make improvements in Odyssey HMS and identify other needed software.

**Strategy 4.1.1:** Collaborate with CBORD to provide software to allow new housing applicants the feature to pay deposit online and submit application and personal information directly into Odyssey HMS.

**Performance Indicator:** Communicate with DoIT.

**Expected Outcome:** Provide new software and upgrades to current software.

**Time Line:** By the conclusion of fall semester.

**Assessment Procedure:** Collaborate with CBORD and DoIT.

**Use of Assessment Data:** Knowledge gained will be used to improve service to students and improve staff efficiency.
Mission Statement: The Intramurals/Campus Recreation Program believes that leisure physical activity and enjoyment are vital to a person’s total well-being. Based upon this belief, the intramural program provides a broad and diversified program of recreational sport activities for the University’s students, faculty, and staff.

Goal 1: Provide recreation facilities and programming that enhances student life at UNC-Pembroke.

Objective 1.1: Provide co-curricular programs and services for the university community in intramural sports, sport clubs, outdoor activities, fitness/wellness, and summer recreation.

Strategy 1.1.1: Create a schedule of intramural events that includes a minimum of 12 separate athletic opportunities for students and staff.

Performance Indicator: Comprehensive calendar of all Intramural/Campus Recreation events.

Expected Outcome: Students will have access to one calendar for all event listings.

Strategy 1.1.2: Decrease length of various intramural seasons to increase number of events to be organized.

Performance Indicator: Shortened individual sport schedules.

Expected Outcome: Less need for staff and more available scheduled space for new events.

Strategy 1.1.3: Utilize student staff to operate small individual athletic and activity events.

Performance Indicator: Staff schedule that includes all members will provide coverage for at least one individual event.

Expected Outcome: Increase in delegation of small and individual program coverage responsibility.
Strategy 1.1.4: Using EMS scheduling software to provide dates and time for club and free use of on campus field usage.

Performance Indicator: Comprehensive calendar of all university events

Expected Outcome: Students and staff will have access to schedule for overall campus use of free space facilities.

Strategy 1.1.5: Provide off campus programming that is recommended by students.

Performance Indicator: Activity list that provides choices of student favored events.

Expected Outcome: Overall positive reviews and larger attendance number compared to similar events in the past.

Objective 1.2: Provide well maintained indoor and outdoor facilities.

Strategy 1.2.1 Continue forward with plans to move outdoor recreational facility from LRDA leased land to newly purchased university property.

Performance Indicator: Updates from Chancellor’s Cabinet and local change as soon as possible

Expected Outcome: Full time use and permanent change of outdoor recreational facility.

Strategy 1.2.2: Provide detailed scheduling needs for Facilities Operations to keep clean, groomed facilities.

Performance Indicator: Detailed schedule provided for all activities.

Expected Outcome: Clean and maintained facilities that provide safe and aesthetically pleasing venues for events.

Objective 1.3: Provide a comfortable and relaxed social and recreational atmosphere for student interaction.

Strategy 1.3.1: Help improve and maintain physical well-being by increasing class/seminar type health/wellness events by two a semester.
**Performance Indicator:** Events planned and provided during times available to students and staff.

**Expected Outcome:** Increase in positive remarks and reviews of activities provided by department.

**Strategy 1.3.2:** Help develop lifetime skills in a variety of activities by adding one sports/activity instructional seminar each semester.

**Performance Indicator:** Events planned and provided during times available to students and staff.

**Expected Outcome:** Increase in participation numbers for the individual and lifetime recreational activities provided by department.

**Strategy 1.3.3:** Provide opportunities to release the frustrations and stress of the semester in an acceptable manner by teaming with Counseling and Testing on activity based stress relievers.

**Performance Indicator:** Collaborative scheduling and marketing of activities with other departments.

**Expected Outcome:** Decrease in negative outbursts and incidents during intramural activities.

**Time Line:** Data will be analyzed at the end of each semester.

**Assessment Procedure:** Focus group student surveys, overall participation numbers, and evaluations of intramural staff.

**Use of Assessment Data:** The data will be included in the annual report and used to determine each event’s necessity for continuation as well as events for future inclusion.

**Goal 2:** Provide students with meaningful job opportunities for advancement possibilities for future career plans.

**Objective 2.1:** Provide multiple levels of employment for students.

**Strategy 2.1.1:** Place all job openings on the student employment website before August 1.

**Performance Indicator:** All jobs posted to Student Employment Opportunities website.
**Expected Outcome:** Filling of all staff positions by qualified personnel.

**Strategy 2.1.2:** Provide at least two senior student assistant positions (senior or grad level required).

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of two upperclassmen students.

**Strategy 2.1.3:** Provide at least two head official/student event coordinator positions (P.E. or Recreation major required).

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of two recreation major students.

**Strategy 2.1.4:** Provide at least four work study student assistant positions.

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of four work study students.

**Strategy 2.1.5:** Provide at least two recreation student intern positions.

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of two interns for Recreation Department.

**Strategy 2.1.6:** Write grant to obtain money for professional (nonacademic) internship that will assist the program.

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of position for Recreation Department.
**Objective 2.2:** Provide outside learning opportunities for Intramural/Campus Recreation staff.

**Strategy 2.2.1:** Provide at least two off-campus seminars or training possibilities for staff.

**Performance Indicator:** Enrollment of two staff members to off-campus training sessions.

**Expected Outcome:** Increase in staff knowledge in event planning and programming.

**Strategy 2.2.2:** Provide event review sessions for staff each week.

**Performance Indicator:** Documented meeting minutes for event reviews.

**Expected Outcome:** Better understanding of staff shortcomings and positive attributes displayed during the week.

**Strategy 2.2.3:** Provide travel and registration for senior most assistant to attend NIRSA conference and job exposition.

**Performance Indicator:** Enrollment and facilitation of travel using allocated funds for national professional conference.

**Expected Outcome:** Networking and future employment possibilities for senior level staff.

**Strategy 2.2.4:** Provide travel and registration for top recreation student (based on recommendation of Dr. Wooten) to attend NIRSA conference and job exposition.

**Performance Indicator:** Enrollment and facilitation of travel using allocated funds for national professional conference.

**Expected Outcome:** Networking and future employment possibilities for senior level student.

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

**Assessment Procedure:** Focus student group surveys and staff assessment.

**Use of Assessment Data:** Information will determine if improvements can be made in areas of organization, staffing, and general experience of events.
Goal 3: Provide greater supervision and safety for all participants.

**Objective 3.1: Create ten-month Assistant Director position.**

Strategy 3.1.1: Acquire preliminary approval from Vice Chancellor for Student Affairs.

**Performance Indicator:** Facilitate continual dialog with supervisor and Vice Chancellor’s office to allocate funds and space for additional staff.

**Expected Outcome:** Documented inquires and proposals for increases in funding and land allocation.

Strategy 3.1.2: Provide proposal and statistics of increase efficiency to student fee committee to provide additional fees for funding of position.

**Performance Indicator:** Provide detailed report of comparable campuses and staffing requirement needed to facilitate properly supervised events.

**Expected Outcome:** Increase in fees for funding of assistant position.

**Objective 3.2: Provide students the safest environment possible.**

Strategy 3.2.1: Train all staff member for emergency situations.

**Performance Indicator:** Provide emergency management training through multiple police and first aid information sessions.

**Expected Outcome:** Improved staff knowledge of emergency management.

Strategy 3.2.2: Provide campus police with a detailed schedule of all events.

**Performance Indicator:** Comprehensive calendar of all Intramural/Campus Recreation events.

**Expected Outcome:** Increase in campus police presence during activities.

Strategy 3.2.3: Hold as many events on university property as possible.
**Performance Indicator:** Activities scheduled utilizing space not allocated for varsity athletics.

**Expected Outcome:** Decrease in necessity to program at off-campus sites.

**Strategy 3.2.4:** Keep detailed records of all participant involvement including registration, incidents, locations, and eligibility.

**Performance Indicator:** Monthly reports detailing all incidents and activities.

**Expected Outcome:** Availability for use of documentation in case of incident reporting or litigation.

**Strategy 3.2.5:** Provide staff member for all on-campus activities sponsored by intramurals.

**Performance Indicator:** Scheduling of intramural staff to include at least one coverage per semester.

**Expected Outcome:** Decrease discrepancy of reporting and event management.

**Time Line:** Data will be analyzed on a semester and annual basis.

**Assessment Procedure:** Total number of incidents will be compared to previous years as well as other institutions of similar size.

**Use of Assessment Data:** Information will determine need for further steps in supervision of events as well as need for inter-campus cooperation on subject.
Multicultural & Minority Affairs
Goals and Objectives for 2012-2013

Mission Statement: The Office of Multicultural and Minority Affairs of UNC Pembroke provides programs and services that support the academic mission of the University by enhancing the educational, personal, cultural, and social development of UNCP's diverse 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 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 the 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.

Objective 2.1: Develop programs that focus on introducing and educating the university community on cultural diversities.

Strategy 2.1.1: Have monthly cultural theme presentations.

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

Performance Indicator: Number of programs, evaluations, and student learning outcomes.
Expected Outcome: Established a strong and sound foundation of programs that will educate the campus on cultural diversity.

Strategy 2.1.2: Have cultural dialogue forums/sessions for the university community but focus on the student’s developmental process.

Performance Indicator: Number of programs, evaluations, and student learning outcomes.

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

Strategy 2.1.3: Utilize the Diversity Committee for Communities of Interest to assist in promoting, educating, and celebrating diversity.

Performance Indicator: Number of programs, evaluations, and student learning outcomes.

Expected Outcome: Students, faculty, and staff will come together to talk about issues of cultural diversity, inclusion, and social justice.

Time Line: July 1-30, 2012 - Submit budget request to appropriate funding support for 2012-13 programs and activities. August 1 - September 30, 2012 - Advertisement and recruitment phase to meet all goals and objectives. October 1, 2012 - April 30, 2013 - Contract and service phase to implement programming, activities, and support.

Assessment Procedure: Director will assess program evaluations to determine effective use of scheduled programs. Budget review will be ongoing to determine efficient use of funds.

Use of Assessment Data: Director will make recommendations to improve the overall purpose of proposed goals and objectives.

Goal 2: Implement or be involved with programs and services that will aid in the retention and/or success (academic and personal) of all students, but primarily target students of color.

Objective 2.1: Enhance the BEAD (Brave Educators Advocating for Diversity) Program.

Strategy 2.1.1: Recruit all students and university employees for the program.
Strategy 2.1.2: Conduct education sessions, outlining the program’s purpose and mission.

Strategy 2.1.3: Create an assessment instrument (survey) that will allow for feedback.

Performance Indicator (Strategies 2.1.1-2.1.3): Number of interested participants.

Expected Outcome: Create a valuable resource for the University to utilize.

Time Line: Ongoing - Submit budget request to appropriate funding support for 2012-13 programs and activities. August 1-November 30, 2012 - Advertisement and recruitment phase to meet all goal and objectives. September 1 - Introduce program to the University community.

Assessment Procedure: Director and program staff will recruit and evaluate the BEAD program with support from the Diversity Community for Communities of Interest.

Use of Assessment Data: Director will make recommendations to improve the overall purpose of proposed goals and objectives.

Goal 3: Utilize the Diversity Survey as an assessment tool that will survey students, staff, and faculty attitudes and feelings on diversity, inclusion, and multiculturalism.

Objective 3.1: Post a diversity survey for students to complete at the most appropriate time of the academic year.

Strategy 3.1.1: 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 3.1.2: 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.

Time Line: July 1-30, 2012 - Submit budget request to appropriate funding support for 2012-13 programs and activities. August 1 - September 30, 2012 - Advertisement and recruitment phase to meet all goals and objectives. October 1, 2012 – April 30, 2013 - Contract and service phase to implement programming, activities, and support.

Assessment Procedure: Director will assess program evaluations to determine effective use of scheduled programs. Budget review will be ongoing to determine efficient use of funds.

Use of Assessment Data: Director will make recommendations to improve the overall purpose of proposed goals and objectives.

Goal 4: Establish an Associate Director and/or Graduate Assistantship for Multicultural and Minority Affairs position.

Objective 4.1: Develop/create programs or services that will enhance the mission of the Multicultural Center and the Office of Multicultural and Minority Affairs.

Strategy 4.1.1: Allow the Associate Director or GA to serve in the capacity of cultural programming for the center which will allow them to educate the University on cultural diversity.

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.

Time Line: July 1-30, 2012 - Submit budget request to appropriate funding support for 2012-13 programs and activities. August 1 – December 1, 2012 - Advertisement, recruitment, and hiring phase to meet all goals.

Assessment Procedure: Director will assess the position to determine effective use of outlined responsibilities. Budget review will be ongoing to determine efficient use of funds.

Use of Assessment Data: Director will make recommendations to improve the overall purpose of proposed goals and objectives.
Police and Public Safety
Goals and Objectives for 2011-2012

Mission Statement: The Police and Public Safety Department at UNC Pembroke is committed to providing professional law enforcement and public safety services to the campus community. Through the implementation of technology, officer training, dedication, strong work ethics, and by working as a team, the department will be a leader among campus law enforcement agencies.

Goal 1: Reduce the number of controlled substance citations on the University campus by 25 percent from last year's statistic.

Objective 1.1: Educate the campus community on the University’s drug policy and the consequence of drug use both short term and long term.

Strategy 1.1.1: Disseminate information, through residence hall presentations, flyers, handouts, and emails, which will promote personal and social skills, and dismiss the myth regarding campus drug use by enhancing the campus community’s personal health and well-being.

Performance Indicator: Monthly review of presentations, hall meetings attended, flyers, handouts, and e-mails sent to students.

Expected Outcome: Students will become familiar with the university’s drug policy and the consequence of policy violations.

Strategy 2.1.2: Through freshman seminar presentations, inform new freshmen of the drug policy and dismiss the myth about drug use on campus.

Performance Indicator: Monthly assessment of freshmen seminar classes attended.

Expected Outcome: Students will become familiar with the university’s drug policy and the consequence of policy violations.

Objective 2.1: Educate professors and administrators to the warning signs of possible drug problems.

Strategy 2.1.1: Through presentation and workshops, help professors and administrators develop the skills to identify signs of possible drug problems such as poor class attendance, classroom conduct, and/or declining academic performance.
Performance Indicator: With the assistance of Counseling/Testing and Human Resources monthly trainings, professors and administrators will develop the skills to identify signs of possible drug problems.

Expected Outcome: Professors and administrators will be able to identify students of concern.

Strategy 2.1.2: Inform professors and administrators of the steps that should be taken to get an individual the help and/or counseling he/she may need for their problem.

Performance Indicator: With the help of Counseling/Testing and Human Resources monthly trainings, professors and administrators will have the steps at hand to help students who they have identified as students of concern.

Expected Outcome: Professors and administrators will become informed of the university’s drug policy and the consequence for violating the policy. They will become familiar with the warning signs of possible drug use and will be able to take the appropriate steps to get help for the identified individual.

Objective 3.1: Increase police officer presence and build a strong connection with the campus community by utilizing community policing.

Strategy 3.1.1: Police officers will increase contact with the campus community in everyday settings through increased foot patrol of residence halls and other university facilities.

Performance Indicator: Bi-weekly review of activity logs to determine officers increased foot patrol.

Expected Outcome: Student will become familiar with officers and will feel comfortable approaching and sharing information with them.

Strategy 3.1.2: Police officers will participate in residence hall meetings and scheduled activities.

Performance Indicator: Daily logs will indicate the hall meetings and scheduled activities each officer attends.

Expected Outcome: Students will receive the sense of concern
from the officers when they see them at the hall meetings and events.

**Strategy 3.1.3:** Police officers will be more prevalent at campus events and different activities.

**Performance Indicator:** Bi-weekly review of daily logs to determine the consistency of officers at scheduled activities, events, and foot patrol.

**Expected Outcome:** The campus community will become familiar with the UNCP Police and Public Safety Department. The department’s overall connection to the campus community will become stronger.

**Time Line:** December 2012.

**Assessment Procedure:** Incident reports that deal with the university’s drug policy will increase along with the connection to the campus community.

**Use of Assessment Data:** The connection with the student, faculty, and staff will have a long term effect on how the community will work together to eliminate the drug problem on campus.

**Goal 2:** Educate the university community on the importance of using clearly marked and designated crosswalks when crossing the streets that traverse our campus and enforce specific motorist violations to ensure safe crossing through Operation S.A.F.E. (Safety Awareness For Everyone) Crossing.

**Objective 2.1:** Inform the campus community of the designated crosswalks and the importance of using them when crossing the street.

**Strategy 2.1.1:** Prepare a news release to inform the campus community and the general public. Request/utilize available resources such as: *The Pine Needle* (student newspaper), student listserv, social media (Facebook, *The Robeson Journal*, etc.) to assist UNC Pembroke Police and Public Safety to provide information about the dangers and the enforcement at pedestrian crosswalks.

**Performance Indicator:** A number of articles in local and student newspapers and articles though social media and e-mail to the listserv.
Expected Outcome: The campus community will become familiar with the importance of using designed crosswalks.

Strategy 2.1.2: Law enforcement officers will use the crosswalk enforcement operations as more than just an enforcement tool. These operations can be conducted as an educational tool as well.

Performance Indicator: Reviewing daily logs, campus citations, and state citations, we can determine how many individual officers have come in contact with and have educated others about the designed crosswalks.

Expected Outcome: The campus community will become educated of the importance of the designed crosswalks.

Objective 2.2: Inform, educate, and enforce pedestrians’ right-of-way at crosswalks laws, rules, and regulations to the community and campus community.

Strategy 2.2.1: UNC Police will erect signage near the crosswalks on Prospect Road that give full notice to motorists that compliance is being closely monitored by authorities. While motorists will be expected to stop when a pedestrian is in a crosswalk, pedestrians are also reminded that they are expected to step off the curb only when approaching vehicles have enough room to stop without slamming on their brakes.

Performance Indicator: Motorists will slow down and be more alert to the pedestrian traffic. Pedestrian will make wise decision about crossing at appropriate times.

Expected Outcome: The Police and Public Safety Department will receive less complains from student using the crosswalks.

Strategy 2.2.2: As part of our continuing effort to improve traffic safety, UNCP police hope that by conducting and publicizing these operations on a regular basis, motorists will be more attentive and watch for pedestrians.

Performance Indicator: Officers will write fewer citations and stop fewer vehicles for right-of-way violations.

Expected Outcome: Crossways will become safer and less of a problem for students and the campus community.

Strategy 2.2.3: UNC Pembroke police enforcement efforts will
remain consistent with high emphasis on traffic and pedestrians safety on and around Prospect Road.

**Performance Indicator:** Bi-weekly review of daily logs and statistics that will indicate the number of campus citations, verbal warnings, and state citations issued for right-of-way violations.

**Expected Outcome:** The campus community and local community will become better informed of the pedestrian right-of-way laws, rules, and regulations. This knowledge will increase the over-all safety of the campus community using the crosswalks adjacent to the campus.

**Time Line:** December 2012.

**Assessment Procedures:** Fewer reports to Police and Public Safety of pedestrian near misses or close calls. Fewer complaints from the campus community about crosswalk safety.

**Use of Assessment Data:** The number of reports will determine how much of the department’s resources will be utilized enforcing crosswalk safety.
Office of Student Conduct
Goals and Objectives for 2012-2013

Mission Statement: The mission of the Office of Student Conduct is to administer a campus student discipline program that encourages students to develop as responsible adults. Through programming, advisement, and interaction, we seek to increase awareness of University expectations of student behavior, encourage civility, and promote self-responsibility. We believe in promoting an environment which encourages students to uphold community standards, enhancing community through education, and striving to provide a comprehensive student discipline program that encourages all students to develop into productive members of society.

Goal 1: Administer the student conduct process.

Objective 1.1: Review all disciplinary reports in a timely manner to determine the nature and scope of the infraction, review evidence, conduct pre-hearings, and serve as an administrative hearing officer.

Strategy 1.1.1: Conduct administrative hearings and refer students to the Campus Judicial Board. During the hearings, provide students with opportunities to reflect on their behavior(s) and the consequences of their choices.

Performance Indicator: Students will be provided the opportunity to evaluate the judicial process.

Expected Outcome: Cases will move through the conduct process quickly and with appropriate care. Students will understand there are consequences for inappropriate behavior and will gain knowledge regarding making better decisions.

Strategy 1.1.2: Create teachable moments for students and organizations emphasizing UNC Pembroke’s community standards.

Performance Indicator: Students will complete assigned sanctions and few will repeat the violation. Students will be provided the opportunity to evaluate the judicial process.

Expected Outcome: Students will understand that there are consequences for inappropriate behavior and will gain knowledge regarding making better decisions. Few students will repeat violations.
Strategy 1.1.3: Assign educational sanctions related to the infraction to assist with student learning (i.e., counseling, workshops, service).

**Performance Indicator:** Students will complete assigned sanctions and few will repeat the violation.

**Expected Outcome:** Students will understand there are consequences for inappropriate behavior and will gain knowledge regarding making better decisions. Few students will repeat violations. Student will indicate, through surveys, that the process was educational and that conduct officials showed concern for students’ success.

**Objective 1.2:** Provide training for the members of the Campus Judicial Board, Campus Appeals Board, and Student Grievance Panel.

**Strategy 1.2.1:** In conjunction with the university attorney and various other constituents, present information to the members of the various boards so they may, with proper due process, successfully determine when violations of the Code of Conduct have occurred and assign appropriate sanctions for such violations.

**Performance Indicator:** The boards will be asked to provide feedback regarding training and the overall experience of serving on the boards.

**Expected Outcome:** The boards will have all necessary information to successfully complete cases assigned to them in a manner that is in the best interest of the student and the university.

**Objective 1.3:** Document violations and sanctions and maintain all judicial records.

**Strategy 1.3.1:** Request written statements, record witness testimonies, communicate with campus police, faculty members, and students for clarification.

**Performance Indicator:** Daily record keeping is required and a report is generated monthly. A final report will be completed at the end of each semester.

**Expected Outcome:** Accurate judicial information will be available.
Strategy 1.3.2: Provide information on all appeals for the Campus Appeal Board and the Vice Chancellor.

Performance Indicator: Daily record keeping is required and a report is generated monthly.

Expected Outcome: Accurate judicial information will be available. Appeals will be processed in a timely manner.

Strategy 1.3.3: Post sanctions and registration/transcript holds daily.

Performance Indicator: Daily record keeping is required and a report is generated monthly. A final report will be completed at the end of each semester.

Expected Outcome: Accurate judicial information will be available. Sanction deadlines and suspensions will be monitored.

Strategy 1.3.4: Send certified letters and parent notifications.

Performance Indicator: Daily record keeping is required and a report is generated monthly.

Expected Outcome: Accurate judicial information will be available.

Strategy 1.3.5: Populate the UNC Suspension and Expulsion database.

Performance Indicator: Daily record keeping is required and a report is generated monthly.

Expected Outcome: Accurate judicial information will be available. Sanction deadlines and suspensions will be monitored.

Strategy 1.3.6: Purge discipline records according to the University Records Retention and Disposition Schedule.

Performance Indicator: Daily record keeping is required and a report is generated monthly. A final report will be completed at the end of each semester.

Expected Outcome: Accurate judicial information will be available.
**Objective 1.4:** Assist with the evaluation of student criminal records, safety issues, and student grievances.

**Strategy 1.4.1:** Serve as a member 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:** Admission will be denied to applicants who pose a danger to self or others or falsify their applications. The committee may choose to accept some applicants on a conditional basis.

**Strategy 1.4.2:** 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 students, faculty, and staff.

**Strategy 1.4.3:** 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.

**Time Line:** Provide educational opportunities throughout the academic year. Meet with students or organizations in a timely manner after receiving incident reports. Maintain judicial records on a daily basis. Schedule training sessions for the judicial and grievance panels at the beginning of the fall semester. Admissions Safety Review Committee meetings will be scheduled on a weekly basis if needed. Judicial files will be purged in June.

**Assessment Procedure:** Survey students after they complete the judicial hearing and/or grievance process. Review background checks on new or readmit applicants. Review surveys on the alcohol, drug, and anger management
referrals. Obtain feedback from students and judicial boards on all workshops and training sessions.

Use of Assessment Data: Evaluate learning outcomes. Report increases in judicial violations and implement suggestions from surveys and focus groups. Enhance safety efforts on campus.

Goal 2: Provide proactive outreach to the campus community.

Objective 2.1: Provide educational opportunities for the campus community.

Strategy 2.1.1: Develop and present programs to faculty and staff.

Performance Indicator: Participants will have the opportunity to evaluate the presentation and/or surveys will be provided to solicit information for improvement and to determine if the learning outcomes were met.

Expected Outcome: Participants will gain or increase their understanding of the student conduct process, their rights and responsibilities as members of the UNCP community, and the Code of Conduct.

Strategy 2.1.2: Develop and present programs to students and student groups.

Performance Indicator: Participants will have the opportunity to evaluate the presentation and/or surveys will be provided to solicit information for improvement and to determine if the learning outcomes were met.

Expected Outcome: Participants will gain or increase their understanding of the student conduct process, their rights and responsibilities as members of the UNCP community, and the Code of Conduct.

Time Line: Fall and spring semester 2012-13.

Assessment Procedure: For presentations to faculty and staff, follow up in person or in writing to determine if the presentation met the needs of the group and request any suggestions for additions to the presentations. For presentations to students, follow-up with professors in person or in writing to determine if the participants in the classes learned from the presentations.
Use of Assessment Data: The data collected will be used to adjust and strengthen the respective presentation and will also be used to determine if other similar presentations should be made in the future.

Goal 3: Use new technologies and expand use of technologies in the student conduct process.

Objective 3.1: Fully integrate the database, “Maxient – Conduct Manager,” into the university setting.

   Strategy 3.1.1: Interest other offices and constituents (e.g. Greek Life) in using the new database for purposes of reporting incidents on and off campus incidents.

   Performance Indicator: The Greek Life Office will begin to use the database for the fall 2012 semester.

   Expected Outcome: Reports will be received more efficiently and faster. The process will be simpler, less paper will be used, and cases of misconduct will be processed faster. Additionally, complete documentation of issues involving Greek-lettered organizations will be available to the necessary individuals on campus and for any conduct cases involving these groups.

   Strategy 3.1.2: Work with Greek Life and provide training to begin using the new database for reporting of all incidents.

   Performance Indicator: The Greek Life Office will begin to use the database for the fall 2012 semester.

   Expected Outcome: Reports will be received more efficiently and faster. The process will be simpler, less paper will be used, and cases of misconduct will be processed faster. Additionally, complete documentation of issues involving Greek-lettered organizations will be available to the necessary individuals on campus and for any conduct cases involving these groups.

   Strategy 3.1.3: Update Maxient to include sanctions, violations, and other information specifically tailored for the Greek Life Office.

   Performance Indicator: The Greek Life Office will begin to use the database for the fall 2012 semester.

   Expected Outcome: Reports will be received more efficiently and faster. The process will be simpler, less paper will be used, and
cases of misconduct will be processed faster. Additionally, complete documentation of issues involving Greek-lettered organizations will be available to the necessary individuals on campus and for any conduct cases involving these groups.

**Time Line:** Fall 2012.

**Assessment Procedure:** Obtain feedback from the individuals who will use the database on a day-to-day basis.

**Use of Assessment Data:** Determine whether this system improves the work flow for Greek Life and Student Conduct. Determine whether ease of use was increased.

**Goal 4: Continue to meet “Best Practices” related to policies and procedures.**

**Objective 4.1:** Continue to edit and update the various policies and procedures for the Office of Student Conduct and the Admissions Safety Review Committee.

**Strategy 4.1.1:** Research other institutions’ information on line, in hard copy, and through personal contact with other administrators. In conjunction with individuals at UNCP, determine appropriate adjustments to the current policies.

**Performance Indicator:** The necessary information will be collected for review and comparison and will be presented to various stakeholders at UNCP. Any information found lacking, the current policies and procedures will be corrected, added, or deleted as deemed necessary, based on best practices.

**Expected Outcome:** The policies and procedures will be updated and aligned with nationally held best practices.

**Time Line:** June 2013

**Assessment Procedure:** Approvals will be determined by appropriate persons and or bodies (i.e., Board of Trustees).

**Use of Assessment Data:** Based on recommendations and approvals from the appropriate persons/bodies, changes will be made to the current policies and procedures and these will be published in the appropriate documents.
Student Health Services
Goals and Objectives for 2012-2013

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: Continue to provide high quality and cost effective health care 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 North Carolina immunization requirements.

Strategy 1.1.1: Update sections on N.C. immunization requirements in the student handbook, catalog, Student Health Services brochure, and Student Health Services website to include new immunization guidelines.

Performance Indicator: Immunization sections will be reviewed annually.

Expected Outcome: Immunization requirements will be updated as needed.

Strategy 1.1.2: Provide health forms and information to students at New Student Orientation regarding the N.C. immunization requirements.

Performance Indicator: Number of health forms received.

Expected Outcome: Students will complete health forms before the July 1 deadline.

Strategy 1.1.3: 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 before the 30 day deadline.

Strategy 1.1.4: Input and look up immunizations in the North Carolina Immunization Registry (NCIR).
**Performance Indicator:** All immunizations administered will be documented into the NCIR. Students who are non-compliant will be checked for immunizations in NCIR before they are withdrawn from classes.

**Expected Outcome:** All students will comply with the N.C. immunization law.

**Objective 1.2:** Strengthen and enhance current health educational programs/services that encourage/assist students in developing healthy lifestyles that enhance their intellectual and personal growth and development.

**Strategy 1.2.1:** Provide outreach activities on health related and prevention topics in collaboration with other UNCP departments, in residence halls, Freshman Seminar classes, University Center, and at Student Health Services.

**Performance Indicator:** Students and student organizations will inquire and participate in wellness programs.

**Expected Outcome:** Increased program participation.

**Strategy 1.2.2:** Recruit, retain, and strengthen Peer Educators to participate in the Peer Educator Program ( Aware).

**Performance Indicator:** Students will register/join the Aware organization.

**Expected Outcome:** A strong Peer Educator group who enjoy helping with wellness programming.

**Strategy 1.2.3:** Involve Peer Educators and Nurse Educator in developing and facilitating new health education programs.

**Performance Indicator:** Programs will be developed that interest the students.

**Expected Outcome:** Programs will be developed and facilitated by Peer Educators and the Health Educator.

**Strategy 1.2.4:** Offer various health screenings, HIV screenings, STD screenings, and blood pressure screenings.

**Performance Indicator:** Appointments will be available for all those interested.
**Expected Outcome:** More students will receive wellness screenings.

**Strategy 1.2.5:** Continue strong partnership with Robeson County Health Department to offer family planning clinic twice a week to female students who have completed the family planning paperwork.

**Performance Indicator:** Number of students that participate in the family planning program.

**Expected Outcome:** Increased healthier lifestyle choices.

**Strategy 1.2.6:** Annual Pembroke Day Health Fair.

**Performance Indicator:** New agencies will be invited to attend the Pembroke Day Health Fair.

**Expected Outcome:** More agencies will participate than in previous years. Increase in health screenings offered.

**Strategy 1.2.7:** Health education brochures/bulletin boards in waiting area and at health programs.

**Performance Indicator:** Brochures will be made available in alternative format as needed.

**Expected Outcome:** More educational brochures will be available to students.

**Objective 1.3:** Expand program marketing and advertising.

**Strategy 1.3.1:** Promote, advertise, and use social media to recruit students to engage in health promotional activities.

**Performance Indicator:** Students will participate in programs.

**Expected Outcome:** Increase in participation.

**Strategy 1.3.2:** Involve student groups and student organizations in various programs.

**Performance Indicator:** Number of organizations involved.

**Expected Outcome:** Student organizations will be involved in at least three programs.
Objective 1.4: Utilize Campus Labs to survey, evaluate, and assess programs and services.

Strategy 1.4.1: Purchase two iPads to collect survey information from students.

Performance Indicator: The number of surveys completed will increase.

Expected Outcome: Each program will have an evaluation survey.

Strategy 1.4.2: Revise and continue distributing satisfaction surveys to students after services have been rendered and after programs.

Performance Indicator: Number of surveys completed will increase.

Expected Outcome: Student Health Services will have an 85% or greater customer satisfaction rating based on feedback from student surveys.

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 screenings will also be reviewed.

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

Goal 2. Provide students and parents with information regarding the 2012-2013 UNC System insurance plan.

Objective 2.1: Provide information to students regarding premium changes and benefit changes to the 2012-2013 insurance plan.

Strategy 2.1.1: Develop flyers, posters, post cards, banners, yard signs, and tabletops to distribute campus wide.

Performance Indicator: Information will be distributed over campus.
Expected Outcome: Students will receive information regarding changes to the 2012-2013 insurance plan.

Strategy 2.1.2: Present and distribute brochures during the New Student Orientations.

Performance Indicator: Number of New Student Orientations.

Expected Outcome: Students and parents will receive information regarding new insurance plan.

Strategy 2.1.3: Encourage students to use the student insurance web-based services to enroll and review benefits.

Performance Indicator: Number of students using the web-based services.

Expected Outcome: Students will be able to access their insurance information via the web.

Objective 2.2: Provide information to students and parents on the procedure for waiving school insurance.

Strategy 2.2.1: Provide handouts during New Student Orientation to every student and parent on the waiver procedure.

Performance Indicator: Number of waivers.

Expected Outcome: Students and parents will waive the insurance before deadline.

Strategy 2.2.2: Enhance and improve waiver instructions on the SHS website.

Performance Indicator: Fewer complaints on the waiver process.

Expected Outcome: Students will find it easier to waive their insurance.

Strategy 2.2.3: Send official emails from the Office of the Vice Chancellor for Student Affairs reminding students of the waiver process and deadlines.

Performance Indicator: Number of waivers before deadline.

Expected Outcome: Complaints will decrease from students
about not being informed of the waiver deadline.

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

**Assessment Procedure:** Director will meet with North Carolina Association of Insurance Agents and UNC-GA 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.

**Proposed Use of Assessment Data:** Director will evaluate the insurance policy to ensure that UNCP students have adequate insurance coverage and that students are informed of changes in insurance coverage.

**Goal 3:** Provide a state of the art facility for the health and wellness needs of students that contributes to their ability to continue their education.

**Objective 3.1:** Review designs and prepare for implementation.

**Strategy 3.1.1:** Work with the Office of Facilities Planning and Construction on a project design schedule.

**Performance Indicator:** Develop a project schedule.

**Expected Outcome:** A project schedule will be developed by August 1, 2012.

**Strategy 3.1.2:** Work closely with Counseling and Testing for input on the design of the building.

**Performance Indicator:** Develop a finalized design with detailed space for Counseling and Testing and Student Health Services.

**Expected Outcome:** A final design will be completed by the end of 2012.

**Strategy 3.1.3:** Attend and participate in designer meetings to review and monitor progress of the design/construction of the new building.

**Performance Indicator:** Schedule dates for regular design/construction meetings.

**Expected Outcome:** A final design will be completed by the end of 2012.
Time Line: By Spring 2013 semester, construction will begin on the new Student Health Services/Counseling and Testing Center.

Assessment Procedure: Complete design and begin construction of new Student Health Services building by July 2013.

 Proposed Use of Assessment Data: Review designs and make changes as necessary.

Goal 4: Provide quality continuing education opportunities to the staff that complement the health services provided.

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

Strategy 4.1.1: Encourage continuing education and allow staff to attend in-service trainings, workshops, and conferences.

Performance Indicator: Each staff member will be able to serve student’s needs by continuing their professional development.

Expected Outcome: Staff will have a wide range of knowledge with trends and issues related to college health.

Strategy 4.1.2: Budget for staff professional opportunities.

Performance Indicator: Monies will be available for training and workshops.

Expected Outcome: Staff will attend training as available.

Strategy 4.1.3: Encourage effective individual communication and team building concepts.

Performance Indicator: Professional staff will attend appropriate conferences, in-service training, and renew their nursing certifications. Staff meetings will be conducted on a regular basis.

Expected Outcome: Staff will gain all needed continuing education credits to keep licenses and be aware 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.
**Proposed 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.
Office of Student Involvement and Leadership
Goals and Objectives for 2012-13

Mission Statement: The Office of Student Involvement and Leadership will provide meaningful co- and extra-curricular developmental and educational opportunities for students in a highly personalized and student-centered educational environment in order to challenge students to embrace difference, adapt to change, think critically, communicate effectively, and become responsible citizens as outlined by the University’s mission.

Guided by the University’s Core Values, the Office of Student Involvement and Leadership is committed to enhancing the overall educational experience of students by:

- Providing students, at a variety of abilities and engagement levels, with appropriately designed opportunities to develop their leadership capacity and campus engagement in support of becoming life-long learners;
- Involving students in the planning and implementation of co- and extra-curricular activities; and,
- Supporting positive educational outcomes including the ability to create, function in, and maintain a socially just, culturally engaged, civically involved, sustainable, and technologically advanced community.

Goal 1: Expand the leadership capacity of students.

Objective 1.1: Develop and provide students, beyond the LLC, with leadership training, education, and developmental opportunities.

Strategy 1.1.1: Operationalize the Hawk Leadership Certificate program.

Performance Indicator: Regular weekday seminars and twice a semester weekend institutes are presented providing the leadership capacity building content outlined in our personal, group, social justice and diversity, and career and technology certificate plans.

Expected Outcome: Students across campus expand their leadership capacity. Collaborating offices cross promote leadership related events.

Strategy 1.1.2: Collaborate with faculty and/or staff to take students on leadership focused destination (Washington DC, Atlanta, Charleston, etc.) overnight trip(s).
**Performance Indicator:** At least one overnight leadership focused destination trip takes place during the academic year.

**Expected Outcome:** Students will be exposed to a broad-based leadership and cultural experience.

**Strategy 1.1.3:** Disseminate and use the office’s definition of leadership that ties to leadership theory and office and institutional missions.

**Performance Indicator:** Definition is shared during every leadership program as a foundational introduction.

**Expected Outcome:** Students, faculty, and staff will use common and consistent leadership language to frame experiences and understand leadership concepts.

**Objective 1.2:** Develop and provide student organizations with regular leadership training, education, and developmental opportunities to expand their leadership capacity in support of broader and more effective student involvement and leadership on campus.

**Strategy 1.2.1:** An OSIL staff member will attend a regular scheduled meeting for every student organization at least once to share our opportunities for leadership training, education, and development and student organization support.

**Performance Indicator:** Each organization is visited by an OSIL staff member.

**Expected Outcome:** Students become aware of and engage with the leadership education and student organization support mechanisms of the office.

**Strategy 1.2.2:** Host and prepare both individual students and student organizations for participation in a student involvement fair and an organization officer retreat within the first 30 days of each semester.

**Performance Indicator:** Students attend and learn about effective involvement and leadership practices, concepts, resources, and structures within the university community to support their work.
**Expected Outcome:** Increased student involvement and engagement as measured by organization membership and student engagement with office support mechanisms.

**Strategy 1.2.3:** Host at least two student organization advisor training sessions per semester.

**Performance Indicator:** Advisors attend and learn effective involvement and leadership practices, concepts, resources, and structures within the university community to support the work of students.

**Expected Outcome:** Organizations advisors will be able to articulate the value of, and effectively support, student involvement and leadership development using the offices leadership language.

**Strategy 1.2.4:** Develop a student organization and leadership awards program that supports and rewards the involvement and leadership outcomes espoused by the office.

**Performance Indicator:** An awards program is presented at the end of the academic year.

**Expected Outcome:** Students, advisors, and organizations are recognized for, and thus encouraged to engage in, efforts reflecting the involvement and leadership outcomes espoused by the office.

**Time Line:** Processes are in place to begin in the fall semester and continuing throughout the year.

**Assessment Procedure:** Needs assessment and learning outcome data, including surveys and focus group meetings, will inform support structures, processes, and development and learning opportunities.

**Use of Assessment Data:** The data will be included in the annual report and reviewed to determine effectiveness of resource development and student awareness.

**Goal 2:** Bring awareness to weekend opportunities for students to remain on campus.

**Objective 2.1:** Support ACE in the development and marketing of on campus weekend programming.
Strategy 2.1.1: Encourage ACE to host on-campus programs on weekends.

Performance Indicator: ACE hosts on-campus programs on weekends.

Expected Outcome: Students are provided with student-driven, weekend-based programs to attend.

Objective 2.2: Coordinate campus wide effort to host two “Stay at Pembroke” weekends per semester.

Strategy 2.2.1: Identify and publicize to campus offices and organizations two weekends per semester designated for focused weekend programming.

Performance Indicator: Two weekends per semester are identified for targeted weekend programming.

Expected Outcome: Students are aware and can attend office-based programming on specifics weekends.

Strategy 2.2.2: Consolidate and publicize information about events and activities occurring during the Stay at Pembroke weekends.

Performance Indicator: Two weekends per semester are identified for coordinated faculty/staff-driven, weekend-based programs to attend.

Expected Outcome: A variety of offices contribute programmatic options that encourage students to remain on campus for the designated weekend.

Strategy 2.2.3: When appropriate, shift OSIL-sponsored leadership and other programmatic opportunities to these identified weekends.

Performance Indicator: OSIL sponsors events on identified weekends.

Expected Outcome: Students have access to leadership and other programmatic opportunities sponsored by the OSIL on targeted weekends.

Time Line: Weekends will be identified and publicized by the start of each semester. Planning and publicity will be ongoing.
Assessment Procedure: Needs assessment, attendance counts, and satisfaction surveys will inform effectiveness of weekend programming.

Use of Assessment Data: The data will be included in the annual report and reviewed to determine effectiveness and how campus wide weekend programming efforts can be enhanced.
University Center and Programs
Goals and Objectives for 2012-2013

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: Create and maintain student-oriented facilities, programs, and services.

Objective 1.1: Promote programs and services.

Strategy 1.1.1: Upgrade Venus 1500 marquee to allow more graphic detail and creative content in promoting student-oriented programs and services.

Performance Indicator: Announcements posted; streamlined efficiency; automatic updates; energy efficient sign; marketing plan developed.

Expected Outcome: Increased awareness of programs and events; minimize communication gaps; share information with audiences that may not come into the facility; increased program participation; better marketing plan; sharper images, and creative content.

Strategy 1.1.2: Utilize digital communication system, mtvU monitors, and bowling concourse monitors to promote programs and services.

Performance Indicator: Announcements posted; commercials designed; marketing plan developed.

Expected Outcome: Increased awareness of programs and events; better marketing plan.

Strategy 1.1.3: Market the Hawk’s Nest game room.

Performance Indicator: Aggressive advertising; redesigned website; creation of a Facebook page; installation of a credit card machine.

Expected Outcome: Increased program participation; more patrons, including new audiences that don’t typically use the facility;
increased revenue generation.

Objective 1.2: Develop a University Center Enhancement Plan.

Strategy 1.2.1: Partner with professional facility planning and program management firm to conduct a facility analysis/space assessment.

Performance Indicator: A detailed market analysis of student, faculty, and staff demand for facilities, programs, and services, as well as the development of facility concepts to meet the identified demand.

Expected Outcome: Facilities will be better utilized and meet the needs of a diverse campus community; improved space configurations; a more modern facility with updated look and furnishings.

Strategy 1.2.2: Establish a committee composed of faculty, staff, and students for project input.

Performance Indicator: Outline goal steps and identify areas to address; visit other campus student centers for ideas.

Expected Outcome: Develop a scope of plan and initial steps to address cosmetic improvements; upgrade the quality of furnishings resulting in a more modern facility with an updated look and furnishings.

Strategy 1.2.3: Formalize the advisory council.

Performance Indicator: Establishment of an active advisory council.

Expected Outcome: Advisory council will meet on a regular basis and goals and objectives will be identified.

Strategy 1.2.4: Work with Facilities Planning to plan projects, evaluate existing furnishings/equipment, and assess space utilization.

Performance Indicator: Completion of projects; updated furnishings and equipment; improved facility configurations; identified expansion needs.

Expected Outcome: Facilities will meet the needs of facility users
by providing state-of-the-art facilities, furnishings, and access to equipment; will be able to determine space utilization and provide more accurate reporting and documentation.

**Strategy 1.2.5:** Resurface bowling lanes; recover billiard tables; purchase bowling lane machine.

**Performance Indicator:** Collaboration with vendors and bowling mechanic to ensure quality upgrades.

**Expected Outcome:** More efficient maintenance and reliable equipment resulting in increased traffic and revenue; opportunity to host regional tournaments.

**Objective 1.3:** Provide student focused programs and activities.

**Strategy 1.3.1:** Provide student activities during tailgating at home football games.

**Performance Indicator:** Performance will be based upon the number of students who attend the activity and the feedback received from the participants.

**Expected Outcome:** Activities will be more festive and student-oriented during home football games.

**Strategy 1.3.2:** Have student-oriented events that faculty and staff can participate in also in support of the 5th anniversary of the UC Annex, 25th anniversary of the James B. Chavis University Center, and the 125th anniversary of UNC Pembroke.

**Performance Indicator:** Performance will be based on the number of students, faculty, and staff who attend the event and the feedback received from the participants.

**Expected Outcome:** Infuse students with the spirit and history behind UNC Pembroke.

**Strategy 1.3.3:** Plan and execute one weekend program per semester in support of the Student Affairs initiative to increase weekend programming for students.

**Performance Indicator:** Students remain on campus during the weekend and participate in events.

**Expected Outcome:** Culture of the campus changes and students
choose to remain on campus over the weekend. Collaborate with DoIT on audio-visual needs.

Objective 1.4: Offer a centralized year round shuttle service.

Strategy 1.4.1: Streamline the shuttle service procedures.

PERFORMANCE INDICATOR: Create an online process for completion of all travel forms.

EXPECTED OUTCOME: More efficient procedures resulting in more satisfied customers; reduction in paper forms.

Strategy 1.4.2: Request funding for year round shuttle service.

PERFORMANCE INDICATOR: Offer shuttle service during the summer.

EXPECTED OUTCOME: Students who need transportation during the summer will have an option; no duplication of services.

Objective 1.5: Provide accessible, safe, and sufficient facilities, space, and equipment.

Strategy 1.5.1: Utilize the Facilities Reservation System to maintain an adequate inventory of equipment and ensure efficient use of all University Center space.

PERFORMANCE INDICATOR: Update inventory of equipment in EMS.

EXPECTED OUTCOME: Foster the campus culture that everyone follows the same scheduling rules; accurate counts for facility usage and equipment; efficient and effective room reservation procedures with fewer scheduling conflicts; consistent policies and policy enforcement.

Objective 1.6: Ensure the Miss UNCP Pageant honors the personal commitment and talent of outstanding UNCP women and their continuing education.

Strategy 1.6.1: Initiate an in-depth review and campus dialogue on appropriateness of the pageant being a preliminary to Miss North Carolina.

PERFORMANCE INDICATOR: A report due before the process
begins is generated outlining the future of the program.

**EXPECTED OUTCOME:** Miss UNCP pageant is redefined to align with institutional educational goals.

**Strategy 1.6.2:** Upon completion of 1.6.1 and a decision to continue the program without the Miss North Carolina franchise, create and/or increase platform, academic, service orientation, and leadership capacity components of pageant.

**PERFORMANCE INDICATOR:** Focus of pageant changes.

**EXPECTED OUTCOME:** An individual’s platform, academic success, leadership capacity, and service orientation, including a presence at more campus and local community events are the main focus for whoever is crowned.

**Strategy 1.6.3:** Requirements for participation are reviewed and changed including raising the grade point average from 2.0 to 2.3 and increasing scholarship amounts to encourage more segments of the UNCP population to participate.

**PERFORMANCE INDICATOR:** The focus of the pageant changes to support its purpose as a scholarship pageant.

**EXPECTED OUTCOME:** Interest in the pageant and number of contestants increases.

**Time Line:** Beginning of 2012-2013 academic year/ongoing.

**Assessment Procedure:** Utilizing Campus Labs, Qualtrics, and other assessment tools (including focus groups, one-on-one conversations, suggestion forms, committee and council response), program participants and patrons will be surveyed for feedback to determine what programs, services, and facility upgrades are needed to improve the overall department; review and compilation of data for inclusion in annual reports; conduct a progress evaluation with Facilities Planning; review inventory of equipment and furnishings to determine replacement needs.

**Use of Assessment Data:** Improve the overall quality of the facility and make changes as necessary; policy assessment and customer satisfaction reviews; goals/objectives of advisory council will be established; pending items will be time-lined and inventories replaced; number of programs offered, number of participants, number of patrons using facilities will increase; improvements to facility configurations.
Goal 2: Implement Phase II of the Event Management System (EMS).

**Objective 2.1:** Identified facilities will be brought online.

**Strategy 2.1.1:** Meet with other facility managers to determine who would benefit from being added to EMS.

**PERFORMANCE INDICATOR:** Identification of facilities.

**EXPECTED OUTCOME:** Accurate counts for facility usage; efficient and effective room reservation procedures with fewer scheduling conflicts; consistent policies and policy enforcement that foster the campus culture that everyone follows the same scheduling rules; more facilities will be added to the EMS system.

**Objective 2.2:** Utilize the EMS software to manage vehicle reservations.

**Strategy 2.2.1:** Launch pilot for UC vehicle reservations.

**PERFORMANCE INDICATOR:** UC vehicles will be reserved through EMS; readily accessible accurate reporting of vehicle usage.

**EXPECTED OUTCOME:** Efficient and effective vehicle reservation procedure with fewer scheduling conflicts.

**Strategy 2.2.2:** Implementation of campus-wide vehicle reservations through EMS.

**PERFORMANCE INDICATOR:** Users will reserve vehicles through EMS.

**EXPECTED OUTCOME:** Streamlined vehicle reservations; easier scheduling with fewer conflicts.

**Time Line:** 2012-2013 academic year/ongoing.

**Assessment Procedure:** Established policies/procedures; accuracy of room assignments; implementation of computerized scheduling.

**Proposed Use of Assessment Data:** Assess policy implementation and make changes as necessary in procedures; provide better customer service and event planning services to users; updated and consistent procedures that adhere to the campus-wide facility use policy.
Goal 3: Further develop the University Center assessment plan.

Objective 3.1: Utilize Campus Labs to survey, evaluate, and assess programs, services, and facilities.

Strategy 3.1.1: Assess satisfaction with facility and event services, motor fleet, game room, and the Information Station and assess perceptions about the University Center experience.

PERFORMANCE INDICATOR: Survey design, response rates, and results; changes implemented as a result.

EXPECTED OUTCOME: Services will be adjusted to meet student demands/needs; programs will be added and policies will be amended.

Time Line: Ongoing.

Assessment Procedure: Enhancement of facilities and services; the expansion of services and programs offered; survey results.

Use of Assessment Data: Ensure that programs, services, and facilities are responsive to the needs of users; ensure that the program complements the educational mission of UNCP; and adjust policies, facility operation, and program activities as needed.