THE DIVISION OF STUDENT LIFE

2010 – 2011

STRATEGIC INITIATIVES
STUDENT ENGAGEMENT

Promote greater student engagement in educationally purposeful programs and social activities, encourage greater student interaction with faculty, staff and peers, and provide students with shared experiences and traditions that bind them to the University and enrich their education.

Engaged students invest their time and energy in educationally purposeful activities that promote learning, personal development and strong ties to the University. These broad-based and diverse activities include leadership development, campus programs, student clubs and organizations, community service, service learning, research, and internships and employment, which are all complementary to a student’s class work. Accordingly, Student Life strives to create a campus environment that is welcoming and inclusive; to establish and communicate high expectations to students; to encourage students to develop strong relationships with peers, faculty, staff and alumni; and to promote involvement in those programs and activities that contribute to personal development and academic success.

In support of Path to Prominence: the Strategic Plan of the University of Delaware, Student Life will focus its efforts in the next 2 – 3 years to enhance student engagement in several key areas involving citizenship/leadership development, cultural and athletic activities, environmental sustainability, and diversity.

Action Steps

Fall 2010

- Partner with Office of Communications & Marketing to establish the StudentVoice Panel with 40 student participants. Organize & host StudentVoice Panel kick-off event.
- Partner with UD Space Planning Committee to advance recommendations to optimize Perkins space allocation following the bookstore’s move in Summer 2011.

Spring 2011

- Partner with Development to grow Parent Fund giving to Student Life to 100k/annual to support Career Services, Diversity, Student Leadership, First Year Experience initiatives.
- Host 4 large-scale campus-wide events that support a shared experience for students.
- Partner with Alumni Affairs to identify UD alumni to participate in the Student Leadership Development Program as presenters and/or student mentors.
- Offer division-wide support and engagement to the student leadership advisory council.
- Provide community service opportunities for students to participate in during Fall Welcome to UD.
- Identify new funding and establish a process to encourage student proposals to further student engagement at UD.
DIVERSITY

Provide effective leadership and support with programs and services that foster a welcoming educational environment in alignment with the University of Delaware’s diversity statement.

Student Life will provide effective leadership and support to the University’s strategic initiative to create a diverse and welcoming environment for all its members through the ongoing development of its policies, programs, services and facilities. In the year ahead, Student Life also will partner with the President’s Diversity and Climate Action Commission to help clarify program and service enhancements that will encourage students to embrace diversity as a vital part of University life, and that will foster their success.

Action Steps

Summer 2010

• Implement a new P2P/Student Engagement & Diversity presentation in the New Student Orientation program.
• Implement a diversity training program for Resident Assistants and Hall Directors in Residence Life.

Fall 2010

• Increase CBC operating/programming funds by $30,000 for FY’11.
• Increase funding for the annual Career Services’ Multiethnic Conference to $5000.
• Provide leadership and content expertise to the Office of International Student Services and Office of Graduate Studies administrative program reviews.
• Lead efforts to enhance services provided by Student Life departments to international and graduate students.

Spring 2011

• Grow participation in the Multiethnic Career Conference to at least 200 students.
• Increase professional staffing in the Center for Black Culture & recruit two new staff members including an Assistant Director and a Program Coordinator.
• Implement a staff development program on diversity for all Student Life senior staff.
• Organize (4) large-scale campus-wide programs that provide a shared experience for students to participate in Black History Month, Latino Heritage Month, Women’s History Month, etc.
• Enhance the diversity workshop for use with all new Student Life student employees and develop an advanced diversity workshop for returning Student Life student employees.
• Determine more in-depth and relevant staff training and educational programs for students based on UD Climate Survey results, Diversity and Equity Commission recommendations, and Student Life deliberations.

Summer 2011

• Explore providing a multicultural student leadership conference.
ENHANCING THE STUDENT EXPERIENCE

*Increase the quality and impact of Student Life programs and services at the University.*

Student Life has launched an Administrative Program Review (APR) process to assess the quality and impact of its 12 departments’ policies, programs and services, to benchmark these against national best practice standards, and to provide baseline data for on-going review and enhancement. At the close of Spring 2010 six departments had completed an APR including the Career Services Center, the Student Centers, Student Services for Athletes, the Office of Student Conduct, the Center for Counseling and Student Development, and Housing Assignment Services.

The action steps listed below detail how each Department in Student Life will enhance the student experience in general, and increase the impact of its programs.

In addition, each Student Life department is developing student learning outcomes and assessment strategies to align their work with best practice standards, inform program development decisions and assess their impact on students.

**Action Steps**

**Fall 2010**

- Convene a Student Life Learning Outcomes Assessment Committee to develop a broad-based long-term assessment plan.
- Departments partner with StudentVoice to refine departmental learning outcomes and develop an assessment plan for implementation in 2011-2012.
- Develop a comprehensive strategic plan for enhancing the services provided by the Dean of Students office for students.
- Repurpose/renovate Perkins Student Center to support International/Graduate student needs.
- Review and update the current practices, protocols and services offered by the Center for Counseling and Student Development, Wellspring Program, Student Health Services and the Eating Disorder Coordinating Council in order to provide seamless care to students affected by eating disorders.
- Identify methods in Student Life such as webpage messaging to promote the University of Delaware as a global institution.
- Explore with Admissions the message of UD as a global institution and student life for prospective students.

**Spring 2010**

- Develop and implement a process to report Student Life’s strategic plan accomplishments to the campus community.
ENHANCING THE STUDENT EXPERIENCE/ FIRST YEAR EXPERIENCE

FIRST YEAR EXPERIENCE

_Devlop the First Year Experience Program (FYE) to provide University of Delaware students with an inclusive and seamless first year experience, integrate the social and academic dimensions of being a student at UD, and foster a successful transition to college._

The division of Student Life will provide effective leadership to support the University’s strategic initiative to create a diverse and stimulating undergraduate academic environment. Student Life will work closely with Academic Affairs to develop an FYE that spans students’ entire first year beginning with their admission to the University of Delaware, moving through new student orientation, to their interactions with students in the residence halls, with their faculty members in and out of the classroom, and with other members of the UD community. The First Year Experience at the University of Delaware helps students develop their potential to succeed personally, academically, and socially, not only within the diverse community at UD but as a member of a global society. Students will receive an introduction to the history and traditions of UD while being exposed to the cultural and recreational resources of the campus and region.

**Action Steps**

**Summer 2010**

- Design the Fall 2010 Welcome to UD program to complement first year students’ summer orientation experience and provide opportunities for enhancing their academic and social transition to the University community.
- Go live with a FYE website.

**Fall 2010-Spring 2011**

- Implement and evaluate the Fall 2010 Welcome to UD program.
- Develop plans to pilot two pre-orientation trips in fall 2011 that allow students an additional opportunity to connect with their peers and ease their transition to UD before move-in day.
- Establish a committee to plan the Fall 2011 Welcome to UD program.
- Explore the possibility of new students arriving on the Thursday or Friday before classes begin and expand the Fall Welcome to UD program to 4 or 5 days for fall 2012.
- Work with stakeholders to determine the direction of the First Year Seminar living requirement.
- Continue to collaborate with Academic Affairs to expand the FYE program.
- Explore possibilities to provide the first year students in department-based FYS with the information on alcohol, safer sexuality and conflict mediation and communication that students in the UNIV101 FYS receive.
- Establish an ongoing budget to support Student Life FYE initiatives including Fall Welcome to UD.
The University Student Centers are the community center of the University, serving students, faculty, staff, alumni and guests. The Student Centers enhance student life and complement the academic experience through an extensive variety of cultural, educational, social, and recreational programs. Through volunteerism, committees, and student employment, the Student Centers offer first-hand experience in citizenship and educate students in leadership and social responsibility while providing opportunities for personal growth and development.

In filling the role of campus “hub”, the University Student Centers offer a gathering place where services and convenience are provided in an environment which allows students to get to know and understand each other through formal and informal activities. The Student Centers serve as a unifying force that honors each individual and values diversity. Through fostering a sense of community, the University Student Centers also help cultivate University spirit and alumni loyalty.

**Action Steps**

**Summer 2010**

- Complete the recruitment and hiring of the Executive Secretary.
- Complete the recruitment and hiring of the Associate Director for Student Leadership Development.
- Complete the recruitment and hiring of the Communications Coordinator.
- Renovate 107 Trabant to accommodate the new Communications Coordinator.
- Modify 213 Trabant outer-office to improve efficiency and provide a welcoming environment.

**Fall 2010**

- Conduct a review of space to be vacated by the University Bookstore in the Perkins Student Center and the Trabant University Center. Provide recommendations for repurposing the Perkins and Trabant spaces in support of Student Life and Student Centers’ strategic priorities.
- Develop a student leadership advisory council in collaboration with Student Life and Intercollegiate Athletics.
- Explore the cost and options for installing sustainable water bottle re-filling stations within the USCs.

**Winter/Spring 2011**

- Provide CPR/AED training to interested key staff members which will allow quicker response time in the event of a life emergency.
- Upgrade the aging audio/visual technology in the University Student Centers Multipurpose rooms and Bacchus Theater to further enhance service quality.

**Spring 2011**

- Provide the campus community major leadership speakers to highlight leadership qualities, personal development and growth, and community responsibility.
- Remove exchange of cash operations from the selling of University Student Centers’ bus trips and allow for both on-line registration as well as the payment option of using a credit card.
• Develop a series of novelty acts throughout Perkins and Trabant that allow students to be welcomed by engaging and free activities.
• Develop new and student-friendly marketing approaches for both USCs’ services, programs and RSO major events.
• Create a new USC home page which reflects the UD brand and Student Life Initiatives while incorporating student appeal and convenience.
• Assess UD perceptions about USC space, programs and services as compared to other institutions nationally.

Fall 2011

• Implement a new comprehensive student leadership development program series to address needs of student leaders, student athletes, and students who desire to acquire new skill sets and personal growth.
• Enhance and redesign the USC’s web site to incorporate social media and other new technological trends to better reach today’s student.
• Implement an electronic/web-based version of the Chapter Assessment Program (CAP) for Greek chapter leader’s convenience as well as paper reduction.

On-going Until Complete

• Collaborate with the ADA office to follow up on the installation of automatic door openers for the restrooms within the USCs which would give adequate access to restrooms by disabled individuals.

ENHANCING THE STUDENT EXPERIENCE/ STUDENT SERVICES FOR ATHLETES
Student-athletes have unique demands on their time. With those demands, it is essential to provide support to ensure success both on and off the field, especially in the classroom. This support comes in numerous forms, whether it be through tutoring, mentoring, one-on-one academic assistance, and/or counseling. The University of Delaware is committed to promoting the academic and athletic achievement and personal development of its student-athletes. Towards that end, Student Services for Athletes (SSA) – a comprehensive program of support services and life skills development – assists student-athletes with making the best possible academic and personal adjustment to the university.

**Action Steps**

**Summer 2010**

- Benchmark peer institutions regarding their use of technology for record-keeping and the delivery of services, as well as their academic policies regarding attendance and excused absences.
- Implement pilot Summer Orientation program for Freshman student-athletes
- Work with Student-Athlete Welfare Committee on Professional Development series for coaches.

**Fall 2010**

- Collaborate with new Associate Director for Leadership to plan & design a pilot Leadership Program for Student-Athletes.
- Hire 2 new Academic Counselor positions.
- Initiate the redesign & development of the SSA website to enhance the presentation to current and prospective student-athletes and to compliment both the Intercollegiate Athletics and Division of Student Life’s websites.

**Winter 2011**

- Implement redesigned SSA website in collaboration with UD Athletics and Division of Student Life.
- Work with consultants to enhance the aesthetics of the new computer lab with the UD brand and logo.

**Spring 2011**

- Partner with the Careers Services Center to identify improved ways of delivering career services to the student-athlete community.
- Identify, prioritize, and examine the feasibility of creating 2 new professional positions in the Student Services for Athletes office by fall 2011.

**2011-2014 Academic Years**

- Gain approval of Staff Assistant position for SSA.
- Implement new technology for record-keeping and delivery of services.
- Implement recommendations of improved delivery of career services to student-athletes.
- Assist in implementation of new Leadership Program for Student-Athletes
- Analyze job descriptions and responsibilities of all full-time SSA positions.
- Be involved in planning of Academic Center as part of Student-Athlete Performance Center.
- Implement Career Development program for student-athletes.
• Hire 2 new full-time positions.
The Center for Counseling and Student Development (CCSD) offers a wide range of clinical, career, and developmental services which are designed to enhance psychological well-being. The activities and programs of CCSD are intended to help with one or more of the following: reducing psychological symptoms, coping with life events and developmental tasks, improving interpersonal skills and relationships, and increasing self-knowledge and problem-solving ability. As a result, students will be more successful in their academic, personal, and career pursuits.

**Action Steps**

**Fall 2010**

- Hire part-time psychologist to perform the duties and responsibilities of case manager/referral coordinator.
- Collaborate with the Career Services Center to develop a plan and time line for integrated delivery of career counseling services between CCSD and the Career Services Center.
- Determine appropriate and necessary resources in Career Library for CCSD clients in collaboration with the Career Services Center.
- Mentor and train staff member to assume clinical responsibilities currently held by the Director.
- Examine the feasibility of updating the training video technology.
- Investigate expanding the training program to include doctoral students from nearby universities and, at the same time, review the training mission of CCSD.
- Appoint coordinator of CCSD group program.
- Examine the feasibility of continuing the case manager/referral coordinator functions, draft job description, and secure funding for position to begin by August 2011.
- Work with consultants investigating space utilization in Perkins as a result of the Bookstore relocation in August 2011; develop a proposal that will address the severe space limitations that currently exist within CCSD.

**Winter 2011**

- Fully define and articulate the two electronic medical records systems – Titanium and Point and Click.
- Begin to revise or redesign current system of obtaining client feedback through satisfaction surveys or outcome data; investigate the possibility of using “Student Voice” in feedback process.

**Summer 2011**

- Renovate interior of CCSD to increase office space.
- Begin process of upgrading CCSD website and seek support from the Office of Communications and Marketing to complete the update.
The Office of Residence Life supports the missions of the University of Delaware and the Division of Student Life by partnering with our students to develop vibrant inclusive communities where students engage in living-learning environments, freely exchange ideas, and cultivate skills and knowledge to become citizens and leaders in our increasingly global society. Residence Life staff members strive to provide residents with valuable support and resources as well as activities and programs that serve to develop a sense of community and provide opportunities for learning. The following strategic initiatives have been identified to help The Office of Residence Life achieve its mission and goals.

**Action Steps**

**Summer 2010**

- Examine existing formal living-learning options to identify areas of strength and weaknesses (Warner gender-specific housing, ELI, Study Abroad, Substance Free housing, Transfer Student Community, Global Community, etc.)
- Develop a recognition process to acknowledge and promote successful student initiatives.
- Collaborate with Resident Student Association and NRHH to develop a student leadership training program for Complex Community Council and Special Interest Housing leaders.
- Conduct a use-study of residence hall community area spaces and make recommendations for how this space can be utilized and/or re-purposed to more effectively act as a conduit for student connectedness.
- Create welcome materials uniquely designed for international students new to the U.S. with an explanation of easily misinterpreted residence hall lingo and a description of Residence Life staff roles and staff resources.
- Collaborate with Housing Assignment Services and the FYE coordinators to develop a proposal to address international student vacation-housing concerns.
- Participate in new student orientation sessions for international students.

**Fall 2010**

- Establish a Special Interest Housing program evaluation committee to conduct the program review and provide recommendations.
- Engage RSA and Complex Community Councils in establishing unique complex-specific traditions intended to generate pride and excitement in students.
- Market department traditions that are accessible to all residential students (ex: Student Leadership Awards, Appreciation Days, First-year and/or Sophomore-year graduation ceremonies, Citizen of the Year Award, etc.)
- Develop methods to inform entering students of residence hall traditions (ex: During opening floor meetings and/or within welcome literature share department traditions and opportunities for involvement).
- Coordinate logistics and marketing of leadership training program.
- Develop training and professional development sessions for all levels of Residence Life staff in the area of international student adjustment.
- Develop a calendar articulating important points of outreach to our first-year international students, including opening weekend and important times throughout the academic year.
- Enhance globally themed artifacts in residence hall public areas (such as home-country flags for residents, etc.).
- Identify service agency interest of complex staff community council members and match agencies with complexes and initiate a relationship building process with agencies, Residence
Life staff, and Complex Community Council members. Establish site visits and invitations for agency staff to meet with staff and students on campus to determine service activities and mutual learning opportunities.

- Expand collaboration with New Castle County Board of Elections to connect students with county-government based opportunities.
- Develop an all-residence hall Campus Day of Service event.
- Develop a model that can be used to measure the environmental impact of major residence hall events.
- Develop activities and information sources to help students become involved in sustainability themed organizations, committees, campus projects, and courses.
- Extend invitations to environmentally themed RSOs to attend Residence Life complex meetings, CCC meetings, and to share organizational information in the residence halls.
- Collaborate with the UD Sustainability Task Force to develop a plan to expand residence hall student involvement in Earth Week and Campus Sustainability Day.

**Spring 2011**

- Form a committee of Residence Life staff, faculty, Housing Assignments, Student Centers, and student government members to explore additional living-learning options and make proposals.
- Create a committee of Residence Life staff, internationally themed RSOs, and residence hall international students to develop a set of recommendations for cultural exchange opportunities in the residence halls.
- Explore creating a residence hall language partner program where international students and domestic students can mutually develop their foreign language skills.

**ENHANCING THE STUDENT EXPERIENCE/ STUDENT HEALTH SERVICES**
Student Health Service (SHS) provides a full range of primary care, treatment, referral services, and education about healthy lifestyles. All programs and services are aimed at maintaining the physical and emotional well being of the University of Delaware students. This well equipped facility provides medical treatment and office consultation space for a variety of outpatient services, as well as an inpatient unit.

**Action Steps**

**Summer 2010**

- Complete a contract with Christiana Care, which is the standard of care for Women’s Health in Delaware, to provide women’s health services at SHS. With the addition of Dr. Chantel Imran, the department remains as all female practitioners. Patient exam rooms were modified including handicap access to be more accommodating for our patient care.
- Implement easy online access of Medical History forms for incoming students to ease the transition of protected personal health information into their electronic medical record.
- Collaborate with Office of Communication and Marketing (OCM) on the reconstruction of the Student Health Service web page. This will be easier to navigate and a compliment to the Student Life web site.
- Propose the acquisition of Student Health 101 as a health information resource for our students.
- Initiate a search for a nutritional support service person to meet the increasing needs for athletes and Healthy Hens programs.
- Increase infection control measures based on the recommendations from Accreditation Association for Ambulatory Health Care (AAAHC). Hands-free devices were installed throughout the building.
- Partner with American Radiology, a private radiology group, to provide SHS with on site viewing of specialized studies such as MRI’s.

**Fall 2010**

- Launch *Student Health 101* with assistance from OCM.
- Expand teaching programs with Christiana Care. This preceptor program affirms the high quality academic and state of the art care delivered at SHS.
- Expand staff development programs to include topics such as communication and medical care for diverse populations.
- Monitor the utilization of the additional nutrition support services.
- Partner with HTH Worldwide on the production of a video to support the university study abroad programs and provide access to information online on medical care/precautions.
- Explore the transition of the Healthy Hens program from gift funding to SHS budget.
- Consider adding nutrition interns/ grad assistants for Healthy Hens program.

**Spring 2011**

- Reevaluate use of nutrition support service for possible need of expanded hours.

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**ENHANCING THE STUDENT EXPERIENCE/ HOUSING ASSIGNMENT SERVICES**
Housing Assignment Services provides an inclusive residential experience in an array of living options for all students at the University of Delaware. We strive to provide guidance on the various on-campus housing options, address questions and concerns from current and prospective residents, and help students navigate through our housing assignment process to provide the most efficient and satisfactory placement possible. Housing Assignment Services works cooperatively within Student Life to ensure the safety and well being of all our residents; supports a residence hall system to create a living environment that facilitates positive learning experiences and supports the academic mission of the university; strives to maintain fiscal integrity and maximum occupancy; and communicates frequently with other departments at the University of Delaware to provide optimal customer service to the University of Delaware community.

**Action Steps**

**Summer 2010**

- Develop a position description and secure funding for a professional technical position dedicated to the design and implementation of an on-line room assignment process.
- Research and purchase new computers for HAS staff.

**Fall 2010**

**Housing Assignment Services**

- Review staffing needs of Housing Assignment Services and develop position descriptions to meet needs.
- Convert printed and on-line publications and information to PDF formats.
- Investigate the use of social media to market residence halls.
- Implement Phase II of the electronic check in to include card swipe and downloadable data.
- Review reporting mechanisms available to provide necessary room assignment reports. Collaborate with IT to develop efficient reporting tools.

**Housing Assignment Process**

- Complete at least 2 sites visits to designated universities that currently use an on-line room assignment process. Meet with vendors and IT to investigate room assignment packages.
- Make improvements with IT assistance to the present room assignment process until on-line process is completed. Improvements would include more choices in secondary process and change to the Unique Housing Options process.

**Fall 2010-Summer 2011**

**Assessment Process**

- Develop and administer a survey through Student Voice to assess students’ satisfaction with the present room assignment process and preferences for an on-line room assignment process.
- Develop questions to incorporate within the cancellation form to determine reasons for cancellations before binding dates.
- Meet with RSA to discuss on-line room assignment process changes. Hold focus groups with students.
- Evaluate all survey results in conjunction with Residence Life and other stakeholders. Develop plans to increase student satisfaction.
Winter 2011

**Housing Assignment Services**
- Collaborate with Residence Life and Facilities to determine the direction of a joint on-campus housing website.

**Housing Assignment Process**
- Evaluate information from site visits and vendor meetings with IT and determine the direction to recommend for an on-line room assignment process.
- Obtain funding to develop on-line room assignment process.

Spring 2011

**Housing Assignment Services**
- Develop a job description and obtain funding for a CITA position.

**Housing Assignment Process**
- Determine the steps/strategic plan to develop a new room assignment process.

**Resources Needed**
- Increase in annual budget to support a level 14 technical position. ($77,600)*
- Increase in annual budget to support a level 12 CITA position. ($56,988)*
- Increase in annual budget or general funding to develop an on-line room assignment process. (Cost to be determined)

* Based on mid-point for level and includes benefits of 35.5%.

**ENHANCING THE STUDENT EXPERIENCE/ CAREER SERVICES CENTER**
The comprehensive recommendations made by the External Review Team in 2008, resulted in a variety of strategic and operational possibilities for improving the Career Services Center. The following action steps, presented in chronological order, provide an update regarding completed Review Team recommendations, complimented by additional strategic initiatives intended to enhance the student and alumni career services experience. Additionally, several action steps address strategies for enhancing the recruiting experience employers have when partnering with the Career Services Center in hiring students into internships and entry-level positions.

**Action Steps**

**Summer 2010 and prior**

- Implement swipe check-in technology to enhance and streamline the student experience and increase effectiveness of data gathering/reporting
- Implement single sign-on functionality
- Automate credentials file system utilizing interfolio.com
- Hire event planner position to manage large-scale career programs
- Establish computer laboratory to provide students with hands-on experience during walk-ins and workshop sessions
- Initiate collaborative programming and planning efforts with Alumni Office
- Establish a Career Services satellite office in the Lerner College of Business which will be 100% funded by the Business College starting January 2011.

**Fall 2010**

- Re-align unit organizational structure to compliment future strategic direction and related initiatives in preparation for July 1, 2011 implementation
- Collaborate with the Center for Counseling and Student Development (CCSD) to develop a plan and implementation timeline for integrated delivery of career counseling and career assessment services for students
- Collaborate with the CCSD to integrate each units career resource library
- Implement changes to student and employer interface processes to enhance the experience (effectiveness and efficiency) for both populations
- Establish and implement a strategic and targeted employer relations program via the Employer Relations Team
- Analyze employer internship related activity and establish growth targets
- Analyze employer entry-level hiring activity and establish growth targets
- Engage the Career Services Center staff in a strategic planning process in order to articulate core value propositions for students, alumni and employers
- Informed by our core value propositions, initiate a web-site refresh to align with the new Student Life web-site and refresh marketing materials, email templates and all print and social media resources to fall in-line with the “Dare to…” campaign
- Partner with the Dean of Engineering and the Director of Student Success for Athletes to explore the feasibility of establishing new career services positions.

**Spring 2011**
• Establish a Colleges Advisory Board consisting of appointed Deans from each college to undertake an effort which will orchestrate a university-wide, centralized, on-campus recruiting initiative facilitated by the Career Services Center
• Informed by unit re-alignment organizational structure, commence with searches designed to hire two new professional staff to address internship development, alumni networking/services initiatives and the addition of career counseling/assessment services for students
• Re-engage with Residence Life to address and plan for potential residence hall based academic-year career focused programming
• Re-engage with Student Services for Athletes to plan for and implement career related programming
• Upon completion of hiring new staff members during spring 2011, partner with Alumni Office to initiate a career event analysis which will allow for the addition of alumni/student networking nights
• Collaborate with the Alumni Office to evaluate, plan for and implement an initial offering of career services for alumni
• Implement weekly employer development outreach efforts informed by the employer analysis conducted in Fall 2010

**Summer 2011 and beyond**

• Implement a summer employer development outreach campaign informed by the employer analysis conducted in Fall 2010
• Assess the aforementioned initiatives, resourcing and staffing levels in light of desired and realized outcomes
• Based on assessment results make any necessary revisions in preparation for the 2011 – 2012 academic year
• Evaluate the feasibility of Career Services Center supporting a Job Location Development fund made available via the Federal College Work/Study program which permits institutions to set aside at $50,000 of their funds to be used by Career Services for job development purposes which directly benefit students
• Evaluate the feasibility of using BlueHenJobs as a vehicle for campus units to recruit students for on-campus positions
• Revisit external review recommendations to finalize implementation of any additional recommendations and submit final report to Student Life leadership for review
The Office of Student Conduct provides educational processes, learning opportunities and programs that encourage high standards for individual and group behavior. The Office of Student Conduct is primarily responsible for administering the standards of student conduct within the University. The purposes for the enforcement of such standards are to maintain, strengthen and promote the engagement and good citizenship of each student. The University recognizes that each student, has rights and responsibilities, and more importantly, has goals and needs. All students deserve a campus environment that is inclusive and in which learning, personal growth and development take place.

The Office of Student Conduct also promotes and supports the ethical climate, the academic integrity and the overall educational mission of the institution. The enforcement of such standards is accomplished in a manner that balances the developmental and educational needs of students with the obligation of the institution to protect the safety and welfare of the academic community. In doing so, the Office of Student Conduct protects the rights, health, and safety of members of the University community so that they may pursue their educational goals without undue interference.

**Action Steps**

**Summer 2010**

- Produce an online version of the Academic Integrity Seminar using SAKAI
- Create a citizenship class, “You, Me and Us” as a new educational sanction
- Establish relationships with City of Newark landlords to provide safety information directly to students living off campus
- Review sanctioning guidelines and standards to examine effectiveness in current campus culture
- Redesign and significantly shorten the format of hearing decision letters
- Examine the Office of Student Conduct Mission Statement and revise to ensure alignment with the University and Student Life Mission statements
- Update the Office of Student Conduct’s website
- Establish learning outcomes and improve advertising for the Medical Amnesty program
- Actively contribute to and participate in New Student Orientation
- Document all services and protocols related to victim’s rights

**Fall 2010**

- Create a process and a multi-term schedule for examining efficiency in each aspect of the student conduct administrative processes
- Explore assessment tools for evaluating learning outcomes
- Pilot the SAKAI version of the Academic Integrity Seminar
- Determine best methods for using multicultural focus group data gathered in Spring 2010
- Improve student awareness of the Medical Amnesty program
- Implement new outreach efforts directed at students living off campus
- Establish the Office of Student Conduct Student Advisory Group
- Identify outreach needs for student groups including athletes, Greeks, residence hall groups, general student organizations

**Spring 2011**
• Partner with FYE to determine effective means for OSC to contribute to FYE seminar and other programmatic efforts
• Work with faculty, staff and students to create a strategic plan for increasing Ethics and Integrity Awareness on campus
• Investigate and evaluate other models of student conduct administration for UD
• Begin to implement assessment tools

Summer 2011

• Explore the possibility of assuming responsibility for the graduate student conduct process (with the Dean of Students and the Vice President for Student Life)
• Explore alternative dispute resolution models to determine feasibility and need for implementation

ENHANCING THE STUDENT EXPERIENCE/ CENTER FOR BLACK CULTURE

For almost 35 years the Center for Black Culture (CBC) has helped the University recruit, support, and retain black students. With the advent of the Path to Prominence and SL strategic initiatives, listing diversity as one of their core initiatives, and a growing number of ethnic
minority students (EMS) provided services by the CBC, the office will begin the process of re-organizing wherever necessary to ensure that these groups receive the level of care essential to thrive at UD. The CBC will also recommend ways that the University can better service these groups. Thus, throughout the next year, we will continue to: serve as an advocate for EMS; provide highly visible and impactful cultural programs; and explore ways to build an infrastructure to meet the growing demands from students, university departments, and the broader community.

**Action Steps**

**Summer 2010**

- Draft a position description for a program coordinator position
- Initiate and organize a renovation project to include additional office spaces for impending hire(s)
- Collaborate with the Cultural Programming Advisory Board (CPAB) on ways to enhance their marketing strategies
- Form a committee and complete the planning for Latino Heritage Month 2010 events
- Expand the CBC’s current email database to include all International students
- Explore organizational structures of cultural centers; investigate various models that include multicultural centers, separate ethnic cultural centers, and combinations of the two; determine which models seem to work best
- Initiate a relationship with the United Negro College Fund (UNCF) to strategize on ways to secure additional resources to support programs and services for Latino and black students
- Hire interim program coordinator

**Fall 2010**

- Initiate search and hire a program coordinator
- Complete CBC renovation project to accommodate new hire(s)
- Revise assistant director position description and finalize search process
- Initiate a pilot study hall targeting Each One Reach One (EORO) Mentoring Program participants
- Collaborate with CPAB to expand outreach for their welcome-week events
- Provide a full calendar of Latino Heritage Month events focusing on the theme of togetherness, and increase levels of participation
- Form a committee and complete planning for Black History Month 2011
- Arrange meeting with Asian Heritage Council and the Asian Student Association to discuss Asian Heritage Month 2011
- Determine ways to expand current student leadership initiatives and offer additional opportunities that assist EMS with leading more effectively at a predominantly white institution (PWI)
- Continue the discussion with UNCF, and include student input
- Collaborate (ongoing) with the UD Diversity and Equity Commission and SL to establish ways the CBC can further improve the quality of life of EMS and students in general

**Winter 2011/Spring 2011**

- Mentor and train new program coordinator
- Finalize planning for Asian Heritage Month
- Examine and determine ways to enhance the EORO mentoring program
- Initiate and conduct search for assistant director position
• Expand levels of participation in Black History Month and Asian Heritage Month events
• Revise the CBC director’s job description
• Initiate cross-cultural discussions as part of the history months and discuss ways to expand in the next academic year
• Collaborate with various RSO’s to revitalize year-end recognition event
• Collaborate with the Graduate Office to determine their ability to assume the leadership for sponsoring events for the Black Graduate Student Association (BGSA) and other graduate populations

Summer 2011

• Revisit fundraising options with the UD Development Office
• Collaborate with alumni to raise funds to support a CBC book scholarship fund
• Hire, mentor, and train the new assistant director
• Organize a committee to begin to examine the CBC’s organizational infrastructure and make recommendations for improvements based upon existing models that seem to work
• Establish liaisons for various SL and university departments
• Work with various student groups to discuss establishing new traditions
• Update promotional materials and work to develop a CBC brand
• Initiate the redesign of the CBC’s website

ENHANCING THE STUDENT EXPERIENCE/ WELLSPRING

The Wellspring Program is a comprehensive student wellness program funded by the Student Health Service Fee. The program is designed to address the most salient wellness needs of the University’s diverse student body. Wellspring promotes the behavioral and emotional wellness of students, assisting them to evaluate options for maintaining healthy lifestyles through prevention, intervention, support, and education. Wellspring addresses wellness issues which are often deemed important regarding a traditional college-aged population, such as concerns
regarding developing sexuality, the prevention of intimate partner violence and sexual assault, concerns regarding stress, concerns regarding physical health, including nutritional concepts, exercise and fitness needs, tobacco cessation, alcohol consumption/binge drinking, and personal safety, and concerns regarding emotional well-being, including the prevention of disordered eating and negative body image, prevention of alcohol and drug abuse, and gambling awareness. Wellspring professional staff members are engaged in a number of health promotion activities in order to assure that awareness of the above noted health issues is campus-wide and also relevant to the diverse populations comprising the University community. Among these are (1) Passive health promotional activities, (2) Active health promotional activities, (3) Professional consultation and leadership services, (4) Personal health advocacy in the form of one-on-one conversations with students and the management of multiple support groups; and (5) Substance abuse screening and brief intervention, assessment, support, and referral to treatment.

**Action Steps**

**Summer 2010**

- Prepare for Fall 2010 comprehensive program review
- Complete departmental learning outcomes
- Develop a comprehensive office procedures manual; update protocols
- Attend the Alcohol Prevention Coalition (APC) Annual Research Summit; begin to assemble a campus team for membership in the APC
- Strategize best use of the UD’s Alcohol Prevention Coalition membership

**Fall 2010**

- Undergo comprehensive program review in late November 2010
- Finalize departmental learning outcomes and link to divisional learning outcomes and the University’s PTP
- Complete office procedures manual
- Form an interdepartmental planning team to review and discuss the focus of the annual campus visit of the Alcohol Prevention Coalition staff; plan, finalize, and schedule this campus visit for January 2011

**Winter and Spring 2011**

- Synthesize the results of the Wellspring comprehensive program review and develop on-going strategic initiatives and a work plan for the office based on these recommendations and outcomes
- Develop evaluation methods and tools to track progress toward accomplishing the department’s learning outcomes
- Assemble a group of key stakeholders who will work to inform and/or derive a comprehensive path forward to addressing student alcohol use/abuse and other alcohol-related policies/issues for the campus
ENHANCING THE STUDENT EXPERIENCE/ NEW STUDENT AND PARENT ORIENTATION

*Develop the New Student Orientation (NSO) program to enhance student engagement with their peers, faculty, and staff; to facilitate their personal and academic integration, and to create a more imaginative and intellectually stimulating First-Year Experience (FYE) for all UD students.*

The Office of New Student Orientation develops high impact programs and services that provide a more supportive entry experience for undergraduates, one that engages them as part of the
University community from the day they are accepted as students and helps them prepare for personal and academic success and a fulfilling college experience. These transition programs will establish strong academic and social bonds among students, enhance their identity with the University as a community, and encourage faculty, staff, and peer mentoring.

This office will also serve to acquaint students with the broad array of University offerings and encourage their involvement in programs and organizations that enhance personal development and promote learning. The NSO office will provide additional resources to establish new traditions for first-year students upon their entry to the University.

**Action Steps:**

**Fall 2010**

- Develop the vision, mission, and values statements and learning outcomes for the new student and parent orientation.
- Evaluate the new student and parent orientation programs.
- Further develop transfer student orientation.
- Implement and evaluate Fall 2010 international new student orientation.
- Develop an improved NSO date assignment process for NSO 2011.
- Conduct a search and hire the NSO Program Coordinator position.
- Clarify actual NSO operating costs and develop a comprehensive budget for the department.

**Spring 2011**

- Enhance the new student orientation sessions, incorporating diversity topics.
- Improve the student orientation leader spring and summer training.
- Improve communication and programming for the new international undergraduate students.
- Enhance the information on the NSO website and design electronic communication to new students and parents.
- Explore the option of a two-day orientation program.