THE DIVISION OF STUDENT LIFE

2013 - 2014

STRATEGIC INITIATIVES

Office of the Vice President for Student Life
101 Hullihen Hall
University of Delaware
Newark, DE 19716
STUDENT ENGAGEMENT

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

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.

Action Steps

- Partner with University Development to sustain Parent Fund giving to $250k to bolster Student Life programs and services.
- Partner with Development to recruit and orient a new Director of Parent Programs.
- Continue unifying the messaging and delivery of New Student Orientation and 1743 Welcome Days to create a seamless orientation process for first-year students.
- Consider expanding the role of New Student Orientation in the leadership of 1743 Welcome Days.
- Implement health promotion and wellness messaging throughout the entirety of 1743 Welcome Days.
- Expand the offerings of recreational opportunities available to students through 1743 Welcome Days.
- Create an opportunity within 1743 Welcome Days Campus Connections for academic support resource units to interface with students.
- Achieve a 1000+ student attendance/participation rate in the Blue Hen Leadership Development Program.
- Create five new Winter Session student program offerings hosted by Student Life (Career Services, Residence Life, Blue Hen Leadership Development, etc…).
- Open two new living-learning communities in partnership with academic and/or student service offices to begin in fall 2014.
• Elevate the quality, profile, and student participation in Student Life programs celebrating diversity–host five campus-wide programs drawing 2,500+ participants to celebrate Black History Month, Latino Heritage Month, and Pride Week.

• Lead discussions with Facilities on the educational goals and program design requirements to be achieved with the final phase of student housing construction on East Campus.
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.

Action Steps

- Implement a diversity-focused educational program for the class of 2017 in 1743 Welcome Days/Welcome Week activities.
- Engage student leaders to create a “Welcome Back” festival highlighting the diversity of the student body.
- Provide a student conference that inspires students to explore how diversity impacts their daily lives.
- Grow participation in the Multi-Ethnic Career Conference to 200+ students.
- Facilitate a diversity-focused staff development program for all student staff members in Student Life.
- Implement a diversity-focused staff development program for all Student Life professional staff.
ENHANCING THE STUDENT EXPERIENCE

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

Student Life established domains of student learning that reflect shared objectives, values and activities within the Student Life Departments. Students who participate in learning experiences facilitated by Student Life will be positively affected in the areas of intellectual growth and general knowledge development; leadership and integrity; global understanding; personal growth and achievement; and critical and analytical thinking.

Each Student Life department has developed strategic initiatives and assessment strategies to align their work with best practice standards, inform program development decisions, and assess the impact on student learning within the Student Life learning domains.

**Action Steps**

- Create a culture of assessment within Student Life by departments measuring the impact of programs on student learning in the areas of leadership and integrity, and global understanding. Use the analysis of the data collected in decision-making and future planning efforts for the Division.

- Secure new funds to increase the professional staff level in the Bank of America Career Services Center by 2 FTE.

- Initiate an assessment/benchmarking study of Office of Student Conduct (OSC) administrative protocols/processes—this will inform plans to streamline OSC protocols by FY15.

- Complete space study, design plans, and cost estimates to eventually relocate the New Student Orientation office from Perkins to Trabant.
ENHANCING THE STUDENT EXPERIENCE/CAREER SERVICES CENTER

The Counseling and Programming Team (CPT) of the Career Services Center (CSC) supports the Division of Student Life Strategic Planning initiatives to engage students in purposeful programs and services, which enrich their educational experience and career development.

The Employer Relations Team (ERT) focuses on engaging employers in recruiting activities which maximize access to internship and full-time opportunities for students. In light of the national trend among employers to recruit at schools who offer a “one stop shop,” the ERT will continue to refine and enhance recruiting service delivery among the existing employer base and in conducting outreach to new employers.

Action Steps

- Increase engagement of traditionally underserved and underrepresented students through intentional and expanded staff liaison responsibilities and enhanced strategic partnerships with offices including the Office for International Students and Scholars and Disability Support Services.

- Enhance and support employer on-campus recruiting efforts by facilitating employer recruiting symposiums designed to increase the recruiting activity among key stakeholder employers.

- Enhance and increase engagement of College of Arts and Sciences students in career services through targeted career programming including the College of Arts & Sciences Networking Night, classroom presentations and strategic partnerships with faculty.

- Strengthen employer engagement by establishing new formal employer partnerships and by advancing recruiting efforts and brand awareness of current key employer partners.

- Engage Registered Student Organizations and the Student Government Association in supporting large-scale career events through co-sponsorship to increase student engagement and participation.

- Enhance career services for UD students by launching a virtual career center serving students who are engaged in experiential learning and study abroad experiences, as well as nontraditional and veteran students.

- Establish virtual recruiting strategies to support and engage national and global employer recruiting initiatives.

- Enhance partnerships with affinity groups, faculty and other on-campus departments to deliver quality career programing/education in environments focused on meeting students "where they are."
• Engage alumni in networking, mentoring and hiring of UD students via refinements to the following initiatives: UD Blue Hen Career Network (powered by LinkedIn), alumni-led webinars, the UD Career Channel, mock interview and resume critique programs, UD Career Fair participation, UD Campus Interview Program participation and the UD Multi-Ethnic Career Conference.

• Engage student-athletes in professional development activities via alumni and employer networking nights, distribution of the second annual student-athlete resume book, creation of an alumni/student-athlete specific networking group on LinkedIn and participation in the student-athlete freshman seminar.
ENHANCING THE STUDENT EXPERIENCE/CENTER FOR BLACK CULTURE

The Center for Black Culture (CBC) contributes to an inclusive learning environment by enhancing institutional efforts to recruit, retain, and graduate historically underrepresented students. The CBC supports the personal and professional development of these students through various services and a plethora of cultural and educational programs promoting academic success, community engagement, social integration, and student leadership.

Through cultivating relationships with students, faculty, staff, alumni, and community partners, the CBC expands access to resources for underrepresented students. The CBC’s partnerships and programs serve to promote a greater appreciation for cultural and racial diversity.

Action Steps

- Partner with the Office of Communications and Marketing to redesign the CBC’s website. Launch the new website by fall 2014.
- Redesign the CBC’s student lounge.
- Sponsor a series of weekend programs to engage underrepresented students.
- Reintroduce the Summer Leadership Retreat for RSOs.
- Sponsor at least one campus-wide event that will explore issues of race and culture and ways to improve inter-racial relationships.
- Partner with Student Financial Services to develop programs/services to better assist underrepresented students with managing the cost of their college careers.
- Explore ways to improve and expand the Each One Reach One (EORO) mentoring program. Consider the idea of offering EORO as a one credit course.
ENHANCING THE STUDENT EXPERIENCE/CENTER FOR COUNSELING & STUDENT DEVELOPMENT

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

- In conjunction with the Office of Communications and Marketing (OCM), complete the revision and upgrade of the CCSD website.

- Design Phase II, CCSD client satisfaction/outcome survey to be administered through CampusLabs. This questionnaire will focus on students who had an initial assessment and did not follow through with counseling.

- Determine feasibility of adding a psychologist position to focus on outreach and consultation with expertise in using social media in counseling centers.

- Monitor and assess the impact of the new student lounge directly below CCSD on students accessing services at CCSD.

- Establish a liaison committee with Student Health Services to discuss areas of common student concerns, and ways to coordinate the services of CCSD and Student Health Services and to improve communication between the two units.
ENHANCING THE STUDENT EXPERIENCE/NEW STUDENT ORIENTATION

The Office of New Student Orientation (NSO) 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 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 serves 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 provides additional resources to establish new traditions for first-year students upon their entry to the University.

Action Steps

- Explore new software system for NSO 2014 scheduling to replace current system, EBMS.
- Review assessment from NSO 2013 to identify possible areas of improvement for current NSO student and guest schedules.
- Investigate ways to engage new students with programming the night before their orientation.
- Develop plans for increasing NSO outreach and communication to students admitted prior to May to support yield and enhance students’ satisfaction with information about orientation.
- Explore ways to increase NSO’s involvement in 1743 Welcome Days for fall 2014.
- Develop initial plan for reaching out to parents of new UD students throughout the first year.
- Evaluate the feasibility of hiring a part-time staff member to coordinate Summit 2014, providing enhanced programmatic and administrative support.
ENHANCING THE STUDENT EXPERIENCE/OFFICE OF THE DEAN OF STUDENTS

The Office of the Dean of Students (ODS) provides students with the support, resources, and referrals they need to succeed personally and academically at the University. Our purpose is guided by the goal to support students learning from and engaging with their experience at the University. The Office of the Dean of Students empowers students to take care of themselves, promotes health (wellness) and safety, and encourages inclusiveness throughout the student community.

**Action Steps**

- Increase the interactive capacity of the ODS website. Develop content to explain the multiple processes that the ODS now coordinates including Medical Leave of Absence, Student Emergency Fund and tuition rebates.

- Develop a guide to assist faculty, staff and graduate assistants working with students who are engaging in distressed or disruptive behavior.

- Consider creating an “on-line home” for off-campus and commuter students, including the coordination of “Places4Students.”

- Consider creating an “online home” for veteran students.

- Implement use of the CARE database throughout the entire office.

- Collaborate with other offices to improve the transparency and accessibility of the University’s tuition rebate policy and process.
ENHANCING THE STUDENT EXPERIENCE/office of student conduct

The Office of Student Conduct (OSC) 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, responsibilities, goals and needs. All students deserve a campus environment that is inclusive and in which learning, personal growth and development take place.

The OSC 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**

- Conduct a review of protocols and procedures to ensure efficient and practical approaches consistent with Due Process and Victim’s Rights and external legal requirements.
- Contribute to the Student Life learning domains of Leadership and Integrity and Global Understanding by beginning the assessment of the Academic Integrity Seminar, and continuing to assess the Community Living and University Expectations (CLUE) and Decision Making sanction seminars.
- Develop a marketing strategy to increase student awareness of the *Student Guide to University Policies*.
- Explore the application of the Amnesty protocol to the drug policy.
- Continue the Title IX training for staff and volunteers, focusing on the issues of stalking and domestic partner violence.
ENHANCING THE STUDENT EXPERIENCE/OFFICE OF RESIDENCE LIFE & HOUSING

The Office of Residence Life & Housing (RL&H) 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.

Action Steps

- Develop a series of tools and publicity initiatives to increase student understanding of, involvement with, and participation in single-stream recycling, specifically in first-year areas piloting common area recycling.

- Distribute an optional “Green Practices” survey to residential students to gather and share information about student energy usage and daily practices.

- Develop and launch a social norming campaign to help students identify their impact beyond the residence halls, in areas such as travel and transportation, purchasing, food consumption, and recycling of nontraditional items.

- Create training opportunities for students currently serving on Green Teams to assist them as they share their experiences with peers and create opportunities to help increase student awareness regarding the environmental impact of day-to-day practices.

- Revise and begin to utilize a “tips for advocacy” document as a tool for exempt staff members working with students wishing to advocate for change within multiple contexts.

- Provide research and recommendations to leaders of the incoming Living Learning Communities regarding the usage of interactive online spaces.

- Revise and begin to utilize new service assessment strategies to incorporate on-site assessment opportunities.

- Develop a question bank to be used in assessments for all Residence Life & Housing leadership opportunities.

- Develop a bank of questions that may be used in Living Learning Community assessments.

- Pilot the Service Teams in each complex and provide leadership and support to complexes throughout the year.
• Expand opportunities throughout the year to recognize service initiatives and other student led initiatives through the Residence Life & Housing Student Leadership and Service Awards.

• Evaluate at least twice per semester the progress and utilization of optional RL&H staff training modules created in spring 2013 to support staff members’ efforts to create welcoming and inclusive communities.

• Produce a newsletter twice per semester focused on assisting RL&H staff members in the development of welcoming and inclusive communities.

• Provide opportunities for RSOs to collaborate with residential complexes and program within the residence halls, ideally resulting in long-lasting traditions.

• Collaborate with the UD Student Veterans Association to provide opportunities for service members to interact with one another and to feel welcome on campus and in the residence halls, ideally resulting in an ongoing partnership.

• Continue to work with the Division of Student Life Assessment Committee to align departmental and divisional assessment of student learning.

• Update RL&H assessment plan and coordinate assessment priorities for 2013-2014.

• Implement an ongoing professional development series based on individual goals and departmental needs.

• Create a process and criteria for data warehousing and ongoing communication of inter-departmental assessment results.

• Compile and propose content to highlight RL&H priorities and accomplishments for distribution through various digital media.

• Develop ongoing processes to capture student stories and successes.

• Explore and propose avenues to showcase gathered student highlights.

• Develop roommate questions to incorporate into the StarRez on-line room assignment system.

• Complete Phase I of StarRez Project Plan. Go-Live is set for first week of January.

• Develop scenarios to project occupancy for fall 2014-2017 based on new construction, renovations, and building closings. Propose, plan, and implement occupancy changes in
the residence halls based on targets for returning students, incoming freshman and transfer groups and to support programmatic needs.

- Review RL&H guaranteed housing policy and determine if changes are necessary based on enrollment projections, developed scenarios, and cancellation history.

- Investigate and propose changes to the Academic Year Student Housing Agreement in regard to cancellation and request for release policies in anticipation of the StarRez on-line room assignment system.

- Complete Phase II of StarRez Project Plan by June 2014.

- Review freshman assignments processes, calendar, and release date according to peer institution and industry best practices.

- Develop questions to incorporate within the cancellation form to determine reasons for cancellations before binding dates.

- Review Housing Operations current staffing and responsibilities in regards to the changing needs of the StarRez on-line room assignment system.

- Develop a comprehensive Communication and Marketing plan to convey the value of on-campus living and the residential experience.

- Create a Resident Assistant Alumni Organization.

- Take part in an expansive study of the Phase IV residence hall construction program.
ENHANCING THE STUDENT EXPERIENCE/STUDENT HEALTH SERVICES

Student Health Services (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

- Implement new paradigm of SHS moving from urgent care model to continuity care model where students will be assigned to a doctor.
- Partner with Public Safety and Christiana Emergency Department to improve management of intoxicated students.
- Prepare the SHS lab for COLA reaccreditation.
- Expand web-based booking of appointments for select diagnosis in Women’s health, medical clinic and immunizations.
- Decrease the ratio of walk-in appointments to scheduled appointments.
- Improve communication with CCSD staff and SHS staff to the benefit of students’ medical/mental health.
- Improve compliance of ELI students and their immunization status to align with University policy.
- Enhance screening of intimate partner violence.
- Healthy Hens: increase student contact, increase number of Health Risk assessments completed by students and increase appointments with program coordinator.
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

- Implement new technology for recordkeeping and improved delivery of services.
- Complete a redesign of the SSA website in collaboration with UD Athletics.
- Increase the aesthetics of the SSA offices, computer lab, and conference room, including the addition of a media board for programming announcements.
- Complete a NCAA mandated program review.
- Design a training manual and implement a more efficient training program for new staff employees, including post-graduate interns to assist Athletics with their vision and implementation of student development (career, leadership, service, etc…) programs.
Student Wellness & Health Promotion (SW&HP) is a comprehensive health promotion program within the Division of Student Life at the University of Delaware. SW&HP cultivates a healthy and safe community that inspires students to succeed as leaders, role models, advocates and good citizens.

**Action Steps**

- Work with the Office of Communication and Marketing to implement the ongoing marketing plan aimed at increasing campus awareness of SW&HP’s mission, key principles, and essential functions.

- Initiate the hiring process for a new Associate Director of SW&HP.

- Identify a new, suitable programmatic space or continue to adapt the current SW&HP physical plant to accommodate the growth in program staff.

- Refine the department’s learning outcomes assessment strategy to ensure it reflects the department’s mission and includes the learning domains established for the Division of Student Life.

- Work with CampusLabs to create effective assessment tools and strategies for departmental programs and State Prevention Framework-State Incentive Grant initiatives.

- Establish/sustain strategic partnerships with key campus constituencies, namely Healthy Hens, English Language Institute, Institute for Global Studies, University Student Centers, Athletics, Office of Communications and Marketing, Office of Student Conduct, Office of Campus and Public Safety, Center for Counseling and Student Development, and Residence Life.

- Expand the existing social marketing campaign “Use Your Power,” to include health promotion messages about bystander intervention.

- Work with the Violence Against Women Act grant consortium team to:
  - Create an in-state conference for campus personnel who are responsible for responding to gender-based violence on Delaware’s campuses;
  - Create a specialized training for law enforcement personnel within the State of Delaware to enhance responsiveness to gender-based crime;
  - Enhance the utilization of the part-time crisis counselor specializing in Intimate Partner Violence on the UD campus;
Division of Student Life – Strategic Initiatives

- Enhance educational efforts which embrace young men as significant players in the prevention of gender-based violence.

- Assess the effectiveness of having adopted the “Brief Alcohol Screening and Intervention for College Students” (BASICS) model for use with students who violate alcohol and drug policy.

- Partner with Student Health Services to support timely educational interventions with students being treated/monitored in the inpatient unit for acute alcohol intoxication.

- Facilitate the administration of the American College Health Association’s National College Health Assessment (ACHA-NCHA) data collection tool with UD students for the campus.

- Perform in-depth analysis of current health behavior data available about UD students and begin strategically informing the campus about the implications of this data.

- Update website design to reflect adjusted mission, key principles and essential functions of the unit.

- Enhance the use of social media targeted at students to ensure frequent and consistent wellness messaging.

- Recruit incoming students from the class of 2018 to populate the Wellness Living-Learning Community.

- Research best practices on college campuses regarding routine screening procedures used to improve student behavioral health practices.

- Enhance the effectiveness of the “PoW!” peer education program through the creation of “The Mirror Project,” a new student-driven resource for promoting healthy body image on campus.

- Create biannual communications for parents/guardians informing them of key wellness issues impacting campus and students.

- Create biannual communications for first-year students to promote wellness and to decrease potential harms.
ENHANCING THE STUDENT EXPERIENCE/UNIVERSITY STUDENT CENTERS

The University Student Centers (USC) 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

- Complete the 20,000 sq. ft. Perkins Student Center renovation project to enhance student engagement, additional services and program/event spaces, campus programming options, and student group development and partnerships.

- Relocate and establish the Student Activities Office from its current 218 Trabant location to the newly constructed Registered Student Organization (RSO) Community in the lower level of the Perkins Student Center.

- Assess Perkins Student Center administrative space in support of revenue functions and allocate student organization office locations and program resources.

- Complete the recruitment, hiring and training of the currently vacant program coordinator position which supports USC programs SCPAB, HAVEN and HOLA.

- Continue to grow the StUdent Central brand and web portal and provide additional training with added emphasis on encouraging the use of the student Co-Curricular Transcript.

- Recruit and hire a new 10-month night and weekend facility manager serving the Perkins Student Center and assisting with Perkins operations and student event production requirements.

- Conduct fall and spring “Student Training and Employment Program” (S.T.E. P.) assessment to ensure that student employee training goals and learning outcomes are being realized.
• Develop a new Registered Student Organization Advisor Handbook to be distributed to RSO faculty and exempt staff advisors during RSO Advisor Training Networking Programs.

• Present a new programming training session to be required for all RSO and Greek chapter leaders.

• Implement a new Inter-Fraternity Council academic enrichment program for all chapters with GPAs lower than the all-male GPA.

• Design and implement programming and marketing that will make full use of Trabant room 157 as a “Leadership Center” for the Blue Hen Leadership Program (BHLP) and QUEST.

• Recruit, hire and train student staff to serve as receptionists, office managers, and BHLP Ambassadors in the Student Leadership Development Center.

• Research Winter Session and Spring Break BHLP travel experiences as permitted through the Global Studies Institute and the Office of Service Learning.

• Collaborate with the Office of Communication and Marketing to refresh and revitalize the USC home page and web-based information.

• Design a new inclusive USC brochure to increase marketing of USC services, resources, partnerships and to present helpful USC information to students, faculty, staff and guests.

• Assist and determine oversight of The Review in managing UD policies pertaining to student employees, accounting, UDTime and general day-to-day business and HR operations.