

Division of Student Affairs Strategic Plan 2007 – 2012 Action Plan Updates 2009

Opportunity Area 1: Building Graduate Programs

Goal 1.0: Develop and promote excellent graduate programs aligned with the University mission of applied learning, applied research, and professional service in the community and region.

Objective 1.1: Establish the Graduate Office.

Objective 1.2: Establish graduate programs that meet regional and economic needs for advanced education and fit within the mission of the University.

Objective 1.3: Assemble a graduate faculty with recognized excellence in teaching and research.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Establish a procedure to assign graduate students to faculty	Advising/A+	Procedures established	A+/Advising Coordinator	Fall 2008	4

Objective 1.4: Pursue sufficient resources for applied graduate study, research, and professional service.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Evaluate all Counseling Center resource materials for applicability to graduate students	Counseling Center	Advisory Group Review	Counseling Center Director	Fall 2011	1
Explore opportunities to provide service learning for graduates within the Counseling Center	Counseling Center	Positions available	Counseling Center Director	Fall 2011	1

Objective 1.5: Recruit and graduate highly qualified graduate students.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Have a renovation bid in place for Logan Hall by March '08 which takes into consideration graduate student needs	Residential Life	Project complete	Assistant Dean for Residential Life and Services	Spring 2008	4
Work with the Interim Graduate Dean and the Admission Office to establish policies and procedures for admission of international graduate students.	International Student Services	Policies developed and in place	Dr. Daffron, Huey Chew, Jamie Sickels	Fall 2008	2

Objective 1.6: Continuously improve the quality of graduate programs.

Goal 2.0: Develop a supportive academic environment for applied graduate study and research.

Objective 2.1: Acquire and maintain adequate facilities and equipment for applied graduate study and research.

Objective 2.2: Establish graduate student support systems.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Work in partnership with graduate programs to provide assistantships and/or applied learning experiences to students pursuing master's degrees	CAS	Assistantships established	CAS Director and Staff	Spring 2009	1
Expand CAS services to include tutoring for graduate courses	CAS	Services expanded	CAS Director and Staff	Fall 2009	1
Expand the scope of Disability Services to include services for graduate students	Disability Services	Services expanded	Disability Services Coordinator	Fall 2008	1
Develop campaign to market Counseling Center services to graduate students/staff	Counseling Center	Advisory Group Review	Counseling Center Director	Fall 2011	1
Evaluate current services to determine accessibility for graduate students/staff	Counseling Center	Advisory Group	Counseling Center Director	Fall 2011	1
Develop an International Student Services Office and hire a coordinator to support both international undergraduate and graduate students	International Student Services	Coordinator hired and office established	Dr. Grimes, Dr. Bragin	Spring 2008	4
Collaborate with graduate advisors to provide job preparation (resume development, mock interviews, credential, portfolios, etc.) and job search services for graduate students, utilizing a graduate assistant to maximize availability of services	Career Development	Graduate assistant hired and information prepared	Linda Garlinger	Spring 2010	1

Objective 2.3: Provide a support structure and system for graduate faculty and staff.

Opportunity Area 2: Enhance Academic Quality

Goal 1.0: Become a national center of excellence in applied learning and a national model for the new American regional university.

Objective 1.1: Improve student learning through instructional innovations, scholarship, and applied learning.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
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Encourage faculty to utilize the principles of Universal Instructional Design in their instructional methods	Disability Services	Faculty use of method	Disability Services Coordinator	Fall 2010	1
Establish new non-traditional student scholarships	Non-Traditional Student Services	Scholarship money obtained	Non-Traditional Student Services Staff	Fall 2012	1

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Work with the Applied Learning Director to create an applied learning experience for first time residence hall students	Residential Life and Services	Experiences created	Director of Residential Life	Fall 2010	1

Objective 1.2: Develop and maintain administrative and academic policies and procedures that sustain high quality academic programs.

Objective 1.3: Conduct nationally-recognized faculty and student applied research and creative activity.

Objective 1.4: Sustain an outward focus through programs and policies that promote partnerships with external stakeholders.

Goal 2.0: Provide a learning environment that encourages substantial academic achievement, connects knowledge and practice, and promotes regional service.

Objective 2.1: Develop and implement teaching and learning strategies that emphasizes critical thinking skills including questioning, interpreting, analyzing, synthesizing, and creative problem solving.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Broaden the scope of tutor training to include critical thinking techniques (Evaluate current training practices and develop and deliver new training programs)	CAS	Evaluation of staff training programming Benchmarking using best practices and CAS Standards	CAS Director and Staff	Summer 2009	2
Evaluate current CAS programs for effectiveness and usage	CAS	Various Assessment Tools	CAS Director and Staff	Spring 2009	

Objective 2.2: Enhance academic support programs, services, and mentoring for students.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create and disseminate information on the Advising Center	Advising/A+	Information created and disseminated	Rosalie Guyer, Elaine Bryant, Student Services	Summer 2009	4
Work with new student programs to develop sessions during Griffon Edge to help students with academic planning, choosing a major and	Advising/A+	Sessions developed and implemented	Student Services	Summer 2010	1

career planning					
Establish a peer mentoring program for students with disabilities	Disability Services	Program established	Disability Service Coordinator	Fall 2009	1

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Enhance "Considering College" seminars and resources for prospective non-traditional aged students	Non-Traditional Student Services	Evaluation of current programs	Non-Traditional Student Services Staff	Spring 2009	1
Develop a mentoring program for new non-traditional students	Non-Traditional Student Services	Program established	Non-Traditional Student Services Staff	Fall 2009	3
Collaborate with Student Services staff in order to develop a procedure to respond to early intervention reports	Residential Life	Early response intervention plan put in place	Director of Residential Life	Fall 2008	2
Review support services programming with Academic Advisement, and Center for Academic Support for first time residents	Residential Life	Service review report submitted	Director of Residential Life	Fall 2008	2

Objective 2.3: Integrate social and cultural activities into the general studies offerings.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Encourage faculty to incorporate disability-related issues into their general studies curricula.	Disability Services	Faculty incorporate issues into curricula	Disability Services Coordinator	Fall 2010	1

Objective 2.4: Prepare students for the workforce by promoting an understanding of diverse cultures and peoples and an expanded program of international studies.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Promote a better understanding of diversity through student staff training sessions and in-service programs for all students working in the Division of Student Affairs	All Units	Evaluation of training sessions	Unit Directors	Fall 2010	1
Increase the diversity in the classroom by increasing our international student enrollment	International Student Services	Increase in diversity and international student enrolment	Admissions, Intl' Advisory Council, Huey Shi Chew	Fall 2009	2
Seek out one additional international partnership, internships and programs abroad per year for both students and faculty.	International Student Services	Increase in international partnerships, internships and programs abroad	Dr. Hennessy; Dr. MacGregor; Dr. Wang; Huey Shi Chew; other faculty	Fall 2010	2

Objective 2.5: Provide opportunities for participation in integrated applied learning experiences, including internships, practica, faculty and student research, service learning, and study away.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Provide opportunity for students in applied learning, study and research through all areas in the Division of Student Affairs	All Units	Applied learning, study and research opportunities established and available	Dean of Student Affairs and All Unit Directors/ Coordinators	Fall 2010	1
Work with Academic departments and Alumni Services to develop a process for communicating and tracking applied learning experiences for students.	Career Development & Student Employment	Tracking process implemented	Linda Garlinger & Matthew Gregg	Spring 2010	1

Objective 2.6: Creative flexibility in and alternatives to semester scheduling.

Goal 3.0: Provide student services that are accessible and enhance the quality of students' lives academically, personally, socially, and culturally.

Objective 3.1: Establish a system to identify and provide services to enhance the success of all students.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Administer the College Student Inventory (CSI) to all students enrolling in Griffon Edge	Advising/A+	CSI administered to all students in Griffon Edge	Intervention Specialist	Fall 2009	4
Share results of students who indicate that they need assistance with study habits, exam skills, writing skills, mathematic skills, reading skills and tutoring with Center for Academic Support, Counseling Center, Career Services, Student Development, Residential Life and other relevant areas across campus	Advising/A+	Information disseminated	Intervention Specialist	On- going	3
Increase awareness of the Advising Center during orientation programs and College 101: Freshman Seminar classes	Advising/A+	Griffon Edge Program Evaluation	Advising/A+ Coordinator & Intervention Specialist	Fall 2009	3
Explore expansion of CAS services to include off-site tutoring including the	CAS	Meet with department chairs to establish need for off-site tutoring	CAS Director and Staff	Fall 2010	1

Northland and Downtown campuses					
Re-evaluate the role of all Student Affairs Units in Griffon Edge	All Units	Meet with GE committee members to determine CAS role Look at Griffon Edge Program Evaluations to determine participant satisfaction	Dean of Student Affairs and All Unit Directors/Coordinators	Spring 2010	I

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Revisit the possibility of offering CED266: Peer Tutoring course to better train our tutors and be a part of a leadership minor	CAS	Assessment of purpose for CED266 course Exploring best practices in CED 266 deliver Course evaluation forms	CAS Director and Staff	Spring 2011	I
Develop study skills sessions to correspond with needs expressed from Noel Levitz results	CAS	Meet with coordinator of Noel Levitz testing to determine study skills session needs	CAS Director and Staff	Spring 2010	I
Support the development of a system whereby struggling students can be identified, assessed and provided with viable resources	Counseling Center	Committee established Committee meeting minutes	Counseling Center Director	Fall 2012	1
Develop and provide training sessions to faculty and staff on issues related to student success	Counseling Center	Number of training sessions provided. Established Sessions	Counseling Center	Fall 2009	1
Expand the hours of the Non-Traditional Student Services Center to meet the needs of students attending night classes	Non-Traditional Student Center	Hours of operation expanded	Non-Traditional Student Services Director	Fall 2008	4
Update the non-traditional student list serve and use it to disseminate information and discuss concerns	Non-Traditional Student Center	List-serve updated	Non-Traditional Student Services Staff	Fall 2009	I
Initiate survey of residents using the EBI Educational Benchmarking Institute national survey to help identify student needs and wants as well as begin to measure learning outcomes	Residential Life	EBI Survey	Assistant Director of Residential Life	Spring 2007	4
Initiate survey of residents using an internal "Quality of Life" instrument to survey student satisfaction	Residential Life	Quality of Life Survey	Assistant Director of Residential Life	Fall 2008	2

Objective 3.2: Improve academic advising for undeclared majors and expand advising in the major.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Meet with faculty and staff to provide information on advising	Advising	Advising information disseminated	Advising/A+ Coordinator	Summer 2008	3
Develop luncheons for faculty and staff to provide information on advising transfer students, students of color, honor students, and students, special needs, etc.	Advising	Advising information disseminated	Intervention Specialist	Fall 2009	3

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Collect demographic information for all AWC and A+ students as they apply to the university	Advising/A+	Information collected	Intervention Specialist & Admissions	Spring 2010	1
Create an advisory group to develop a plan to assist students in identifying a career and a major	Advising/A+	Advisory Group created	Advising/A+ Coordinator	Fall 2007	1
Enhance mentoring for students who are AWC	Advising & Center for Multicultural Education	Program in place; mentors hired and trained	Tay Triggs	Fall 2009	3
Request and receive ongoing training in advising for special needs students (high risk and disability students in particular)	CAS	Meet with advising coordinators to receive training Meet with Special Needs Coordinator to establish tutoring needs of students	CAS Director and Staff	Fall 2009	1
Improve academic advising for students with disabilities	Disability Services	Survey to evaluate advising experiences.	Disability Services Coordinator	Fall 2009	1
Involve housing staff (Director – Assistant Director – RHDs) in advising undeclared first year students living in the halls	Residential Life	Housing staff involved in advising	Assistant Dean for Residential Life and Services	Fall 2007	4

Objective 3.3: Expand library holdings and electronic resources.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Expand library holdings to include resources in alternative formats such as Braille, e-text, and audio books.	Disability Services	Library holdings expanded	Disability Services Coordinator	Spring 2009	1

Goal 4.0: Support and recognize faculty excellence in teaching and learning; scholarship, applied research, and creative activity; and service to the region.

Objective 4.1: Strengthen support for faculty research and creative activity.

Objective 4.2: Promote faculty professional and volunteer service in the region beyond the campus.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Involve all full-time professional staff in the Division of Student Affairs in one community service project each year	All Units	Staff involved in service project	Dean of Student Affairs and Unit Directors	Spring 2009	2

Opportunity Area 3: Sustaining Institutional Accreditation Priorities

Goal 1.0: Market Western as a prototype for the new American regional university, characterized by applied learning and applied research and service.

Objective 1.1: Increase awareness of Western's status as a university that is building graduate programs and is emphasizing a statewide mission in applied learning and applied research to external and internal audiences.

Objective 1.2: Increase the ability of employees to recognize Western's brand.

Objective 1.3: Increase the ability of employees to recognize Western's brand.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create new publications for non-traditional students and update existing ambassador information piece	Non-Traditional Student Center	Publications created	Non-Traditional Student Center Staff	On-Going	1

Objective 1.4: Increase placements in regional media outlets each year, with a special focus on strategic feature-length coverage.

Objective 1.5: Increase the awareness of student outcomes, faculty and staff achievements, and University programs both on campus and beyond campus.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create a system where staff identify and forward points of pride to the Assignments Coordinator	Residential Life	System created	Director of Residential Life	Fall 2007	4
Expand the campus circulation of the Faculty Mentor Newsletter	Residential Life	Newsletter circulation increased	Director of Residential Life	Spring 2008	4
Create a link on the housing website which highlights departmental achievements, successes, future plans, and campus/community involvement	Residential Life	Website created	Director of Residential Life	Spring 2009	1

Goal 2.0: Strengthen the University-wide initiative to attract, engage, and graduate a diverse student body.

Objective 2.1: Assess and improve programs and services to support recruitment and retention of targeted groups of students.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Work with academic departments to promote early identification of students' majors.	Advising/A+	Survey department chairs and students to establish requirements for majors	Advising/A+ Coordinator	Fall 2009	1
Develop and implement a plan for the growth of the international affairs office.	International Student Services	International Affairs Office established	International Student Coordinator, Dean of Student Affairs, Provost.	Fall 2009	2
Create a recruitment plan to increase international enrollment.	International Student Services	Plan created.	Int'l Advisory Council, International Student Coordinator	Fall 2008 and on-going	2

Work more closely with academic departments to better promote tutoring services	CAS	Survey all department chairs	CAS Director and Staff	Spring 2009	1
Provide detailed reports of student usage to academic departments upon request	CAS	Survey individual faculty members and department chairs	CAS Director and Staff	Spring 2009	1
Assess current retention efforts for non-traditional students to determine effectiveness	Non-Traditional Student Services	Assessment Tool	Non-Traditional Student Services Staff	Spring 2009	1

Objective 2.2: Increase the enrollment, retention, and graduation outcomes of targeted groups of students.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Research and develop best practices for retaining and graduating an increased number of students with disabilities	Disability Services	Retention plan developed	Disability Services Coordinator	Fall 2009	1

Objective 2.3: Evaluate and improve the first-year experience of students to help achieve recruitment and retention goals.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Evaluate and improve the first-year experience of students with disabilities to improve retention.	Disability Services	Survey of 1 st year students with disabilities	Disability Services Coordinator	Fall 2010	1

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Complete a SWOT analysis of housings first year experience hall (i.e. Scanlon Hall) in order to improve programming and services	Residential Life	SWOT analysis complete	Residential Life Staff	Spring 2009	I
Review and update first -year programming model.	Residential Life	Programming model updated	Residential Life Staff	Summer 2008	4

Goal 3.0: Provide all graduates with an experience in applied learning.

Objective 3.1: Increase the number of students who participate in an applied learning experience prior to graduation.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Expand the applied learning opportunities to student employees working in the Division of Student Affairs	All Units	New positions created	Dean of Student Affairs and Unit Directors	2010	I

Objective 3.2: Assess and continuously improve the effectiveness and quality of applied learning experiences.

Opportunity Area 4: Building Connections

Goal 1.0: Engage Western actively in the educational development of the region.

Objective 1.1: Become regional employers' source for outstanding employees.

Objective 1.2: Increase applied learning, applied research, and service opportunities by partnering with business, industry, education, healthcare, and community leaders.

Objective 1.3: Increase student participation in co-curricular experiences that foster academic, career, and personal development.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Develop, implement and assess large campus awareness campaign to promote the services of the health center	Health Center	Survey of campus community	Health Center Staff	Fall 2009	I
Develop and distribute health center welcome packets for each residence hall student	Health Center	Packets created and disseminated	Health Center Staff	Fall 2009	I
Enhance health services presentations and information given to parents and family members during orientation	Health Center	Enhanced presentation and information created and disseminated	Health Center Staff	Spring 2010	I

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Coordinate and plan a Student Wellness Fair with Recreation Services	Health Center	Wellness Fair implemented	Health Center Staff Recreation Services Staff	Spring 2010	I
Increase the membership in the Non-Traditional Student Association	Non-Traditional Student Center	Membership increased	Non-Traditional Student Center Staff	On-going	1
Expand the programming offered in the Non-Traditional Student Services Center	Non-Traditional Student Center	Programming expanded	Non-Traditional Student Center Staff	Spring 2009	I

Objective 1.4: Increase student participation in experiences that develop life, social, and leadership skills.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Develop a comprehensive co-curricular student leadership development programming plan	Student Development and Student Engagement	CAS Standards Best practices in leadership development programs Participate in MLP Survey cohort	Associate Dean for Student Development	Spring 2009	2
Review and revise the mission and purpose of the Center for Student Engagement	Student Engagement	New mission and vision created	Student Engagement Director	Fall 2008	1
Create a campus advisory board that meets at least once each semester for the CSE	Student Engagement	Board established	Student Engagement Director	Spring 2009	I
Develop and establish a marketing plan for the Center for Student Engagement to increase visibility and purpose	Student Engagement	Marketing plan developed and established	Student Engagement Director	Fall 2009	I
Promote and support outside community involvement of all Division of Student Affairs staff members and student employees	All Units	Increase in the number of staff members participating in outside service	Dean of Student Affairs and All Unit Directors/Coordinators	On-going	1
Create a new programming area that works to connect Western's students with community service agencies in the greater St. Joseph area.	Student Development	Person appointed to coordinate this program	Associate Dean for Student Development	Summer 2008	4

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Develop a plan to connect Western students with community service opportunities in St. Joseph and the surrounding area	Student Development	Contact Campus Compact and other institutions to gather resources and information Research service agencies in the community and need for volunteers	Associate Dean for Student Development	Fall 2009	4
Facilitate regional on-campus conferences related to disability issues and emerging technologies	Disability Services	Host conference	Disability Services Coordinator	Fall 2010	1
Create an advisory board for the Non-Traditional Student Services Center	Non-Traditional Student Center	Board established	Non-Traditional Student Center Staff	Fall 2009	1

Objective 1.5: Assist in the improvement of P-20 education in the region.

Objective 1.6: Advance partnerships with community and professional groups as a way of developing and expanding programs for life-long learning.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Improve partnerships with area high schools that offer A+ so that those students are aware of our program	Advising/A+	Contact area high schools that offer A+	A+ Staff	Fall 2007	4
Improve partnerships with area high schools that offer dual-credit courses so that those students are aware of our tutoring services	CAS	Survey high schools to determine dual credit tutoring needs	CAS Director and Staff	Fall 2011	2

Objective 1.7: Create a process to facilitate and use the ongoing research, instruction, and service of retired faculty both on-campus and as University representatives in the community.

Objective 1.8: Increase the number of academic departments that use advisory boards drawn from beyond the University.

Goal 2.0: Engage Western fully in the economic development of the region.

Objective 2.1: Expand Western's role in regional planning and development.

Objective 2.2: Establish a center for workforce and economic development that address the needs of the region and Missouri's P-20 focus.

Goal 3.0: Engage Western extensively in the cultural development of the region.

Objective 3.1: Increase partnership between Western and regional "performance arts" groups.

Objective 3.2: Provide opportunities to enhance the appreciation of cultural experiences and the role of the arts for citizens of the region.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create an Academic Lifestyle which focuses on cultural diversity, globalization and cross cultural communication (i.e. Global Wing).	Residential Life	Creation of academic lifestyle wing.	Director of Residential Life	Fall 2006	4

Objective 3.3: Increase community awareness of and involvement in cultural performances and exhibitions on campus.

Objective 3.4: Work with regional cultural groups to create jobs, internships, and volunteer opportunities.

Objective 3.5: Document and promote cultural performances and exhibitions.

Goal 4.0: Engage Western directly in addressing the social development of the region.

Objective 4.1: Provide leadership in addressing social challenges in the region.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Continue involvement of Non-Traditional Student Center staff with community agencies	Non-Traditional Student Center	Involvement increased	Non-Traditional Student Center Staff	Fall 2010	2

Objective 4.2: Increase the number of activities provided on campus that involve the region.

Student Affairs Unit Action Items:

Objective 4.3: Expand activities in the region that contribute to positive social attitudes, values, and behaviors.

Goal 5.0: Enhance community connections through parent groups, alumni services, and athletic events.

Objective 5.1: Enhance and increase parent engagement with the University.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create and distribute a parent newsletter to all parents/guardians of first time residence hall students	Residential Life	Creation and distribution of newsletter	Director of Residential Life	Fall 2008	3

Objective 5.2: Enhance and increase alumni engagement with the University.

Objective 5.3: Evaluate and enhance the efforts of the Athletic Program to serve as a partner integral to the campus and the community.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create a yearly recognition program for the athletes living in the halls	Residential Life	Recognition program created	Director of Residential Life	Spring 2009	1

Opportunity Area 5: Using Measurement and Assessment

Goal 1.0: Develop the framework to support institutional research and assessment.

Objective 1.1: Create an Institutional Research Office.

Objective 1.2: Establish data-use policies and procedures.

Objective 1.3: Manage the collection, interpretation, and reporting of institutional data.

Objective 1.4: Improve the usability of institutional data.

Goal 2.0: Create and implement a comprehensive University assessment plan focused on student learning and mission effectiveness.

Objective 2.1: Develop a University-wide assessment system focused on unit, program, and institutional improvement.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Create a comprehensive and cohesive assessment plan for the Division of Student Affairs	All Units	Hire a consult to provide direction	Dean of Student Affairs and Unit Directors	Fall 2011	2
Assess Faculty Mentor Program and learning outcomes	Residential Life	Participant Evaluation	Director of Residential Life	Spring 2009	2

Objective 2.2: Show evidence of data-informed decision-making and assessment effectiveness.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Collaborate with institutional researcher to assess A+ and AWC graduates	Advising/A+	Data collected	Director of Student Services and Advising/A+ Coordinator	Fall 2010	1
Develop learning outcomes for the Division of Student Affairs	All Units	Outcome created	Dean of Student Affairs and Unit Directors	Spring 2009	2
Develop learning outcomes for each unit within the Division of Student Affairs	All Units	Outcomes created	Dean of Student Affairs and Unit Directors	Fall 2010	1
Gather qualitative and quantitative data to assess the effectiveness of CAS programs	CAS	Survey Instruments and CAS Standards	CAS Director and Staff	Fall 2009	1
Seek five-year CRLA recertification of program	CAS	CRLA Certification acquired	CAS Director and Staff	Spring 2011	1
Create an advisory board for the CAS	CAS	Advisory board established	CAS Director and Staff	Spring 2009	4

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Conduct a needs assessment of Esry Student Health Center focused on student health needs and evaluate satisfaction with services provided	Health Center	Student needs survey	Health Center Staff	Fall 2009	1
Work with SGA Committee to determine need for additional health center services	Health Center Dean of Student Affairs SGA	Report and Recommendation completed	Judy Grimes, Angie Beck, Josh Todd	Fall 2009	1

Opportunity Area 6: Valuing People

Goal 1.0: Recruit, hire, support, and retain a diverse group of employees with a specific credentials, skills, and values required of excellent faculty, staff, administrators, and student employees.

Objective 1.1: Improving the processes the University uses to recruit employees.

Objective 1.2: Improve the process the University uses to hire new employees.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Hire an additional full time Academic Advisor	Advising/A+	New advisor hired	Advising/A+ Coordinator	Fall 2008	4
Become fully staffed with a director, four full-time coordinators, and a full-time administrative assistant	CAS	Center is fully staffed	CAS Director	Fall 2009	1
Assess staffing needs for the Esry Health Center with focus on depth and coverage	Health Center	Daily usage logs	Health Center Staff	Fall 2009	2
Review departments' internal process for hiring an inclusive RA and RHD staff	Residential Life	Review completed	Residential Life Staff	Spring 2008	4
Conduct a SWOT analysis to review the departments ability to create a welcoming environment for all staff	Residential Life	Analysis completed	Residential Life Staff	Spring 2008	4
Explore the possibility of using student nurses/HIT students to give clinical applied learning experience and fulfill staffing needs in the health center	Health Center	Assessment in consultation with the Nursing and HIT departments	Health Center Staff	Fall 2010	1
Hire a full time administrative support staff member and a coordinator for intramural sports	Recreational Services	New staff hired	Recreational Services Director	Fall 2009	1
Hire two professional staff members to support the programming efforts in	Student Development	New staff hired	Associate Dean for Student Development	Fall 2010	1

Student Development as well as community development and civility initiatives					
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Objective 1.3: Improve the processes the University uses to support and retain employees.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Explore the need for ESL Training for Center for Academic Support Staff members	CAS	Consult with department chairs and deans about need for ESL training	Director of CAS	Fall 2010	1
Improve the process for employees to request and receive workplace accommodations related to their disability.	Disability Services	Process improved (survey participants)	Disability Services Coordinator & Human Resources Director	Fall 2009	1
Acquire up-to-date training, equipment and software to support the work of disability services	Disability Services	Training, equipment and software acquired	Disability Services Coordinator & ADA Coordinator	2009	3

Goal 2.0: Provide a safe and healthy environment at all campus locations for students, employees, and guests.

Objective 2.1: Develop, implement and assess the results of a comprehensive plan to address the health and special needs of students, employees, and guests.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Review and revise all student conduct process and procedures	Student Development	CAS Standards Best practices in Student Conduct Administration	Associate Dean for Student Development	Fall 2009	3
Install TTY Phones for students throughout the service offices in the Division of Student Affairs	All Units	Phones installed	Unit Directors	Summer 2010	2
Expand programs addressing issues related to campus safety and student health.	Counseling Center	Number of programs facilitated	Counseling Center Staff	Fall 2009	4

Objective 2.2: Develop, implement, and assess the results of a comprehensive plan to address the safety and special needs of students, employees, and guests.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Develop a specific plan for improving physical access for people with disabilities for on-campus and off-campus programs and services.	Disability Services	Plan developed	Disability Services Coordinator	Fall 2009 and ongoing	3

Install a push button door device to comply with ADA	Health Center	Door installed	Health Center Staff	Fall 2008	4
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Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Implement a legal review of all forms used and materials distributed to ensure compliance with HIPAA and other regulations	Health Center	Review completed	Health Center Staff	Summer 2009	1
Develop, implement and assess a plan to address the special health needs of students needing transportation for services not provided by the Health Center such as x-rays, prescription drugs, and referrals to Urgent Care	Health Center	Student Survey	Health Center Staff	Fall 2009	1
Provide residence hall immunization surveillance on a semester-to-semester basis to attain 100% compliance.	Health Center	100% compliance obtained	Health Center Staff	Fall 2007	4
Review and assess college medical software for use in the Health Center.	Health Center	Software purchased and implemented	Health Center Staff	Spring 2008	3
Develop a community referral service for students with needs that are unable to be addressed in the Health Center	Health Center	Completed brochure	Health Center Staff	Spring 2008	4
Implement "Health and Safety Checks" for all residence hall rooms on a monthly basis	Residential Life	Implement checks	Assistant Director of Residential Life	Spring 2008	4
Work with Disability Services in implementing a TTY phone in the ORL office	Residential Life	TTY phone installed	Assistant Dean for Residential Life and Services	Fall 2008	3
Schedule a meeting/ walk through with the Safety Coordinator on campus to do a walk through of the halls to determine safety issues and hazards	Residential Life	Walk through completed	Director of Residential Life	Fall 2008	1
Add "Safety and Security" information on back of residence hall room doors	Residential Life	Safety and Security information added to doors	Director of Residential Life	Fall 2008	3
Create an ad hoc committee every spring semester to review safety policies and procedures on a yearly basis	Residential Life	Committee created	Assistant Director of Residential Life		2
Discuss locking stairwell doors in Scanlon Hall to	Residential Life	Stairwell doors locked	Director of Residential Life	Summer 2008	4

increase security					
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Goal 3.0: Promote a respectful and positive work environment where individuals and groups are engaged and recognized for their contributions and respect for diversity.

Objective 3.1: Establish clear expectations of all employees in terms of ethical standards, campus participation, professionalism, and values.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Establish clear expectations of all employees in terms of respecting the dignity and rights of students, staff, faculty, and visitors with disabilities	Disability Services	Expectations established	Disabilities Services Coordinator	2009	1
Create case studies which incorporate ethical dilemmas, and what it means to be "professional	Residential Life	Case studies created	Director of Residential Life	Fall 2008	3

Objective 3.2: Develop a culture that promotes dialogue, commitment, and productivity, and that treats people fairly, with dignity, and with integrity.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Develop and deliver trainings on customer service and working with diverse populations	All Units	Evaluation of student staff training programs Exploring best practices in student staff training	Dean of Student Affairs and All Unit Directors/Coordinators	On-going	1
Improve student staff training on customer service and positive thinking	All Units	Evaluation of student staff training programs Exploring best practices in student staff training	Dean of Student Development and All Unit Directors/Coordinators	On-going	1
Develop and implement a campus civility plan	Student Development	Form campus committee Perform a campus climate survey Hire a consultant to review recommendations and provide insight for implementation	Associate Dean for Student Development and Civility Committee	Fall 2010	2
Develop a campus culture that is both accepting of and encouraging for people with disabilities	Disability Services	Culture developed/changed (survey of campus climate)	Disability Services Coordinator	Fall 2009	2
Infuse social justice training and the use of social justice tools into staff training and	Residential Life	Training includes social justice tools and training	Director of Residential Life	Fall 2008	3

in-service programs					
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Opportunity Area 7: Building and Managing Resources

Goal 1.0: Leverage resources to meet students' needs and long-term strategic development of the University.

Objective 1.1: Improve the teaching, learning and living environment, and the functionality of existing facilities and equipment.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Evaluate need for materials in Advising Center and expand where needed	Advising/A+	Inventory current resources	Advising/A+ Coordinator	Spring 2009	2

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Increase the current recreation spaces and staff offices	Recreational Services	Space increased/improved	Recreational Services Director	Fall 2008	3
Work with facilities in creating a 3-5 year plan to update and renovate suite and apartment residence halls	Residential Life	Plan created	Director of Residential Life	Fall 2010	3
Create computer labs in each hall/area	Residential Life	Computer labs created	Director of Residential Life	Spring 2008	4
Update and expand training and discipline-specific research materials	CAS	Inventory current resources Review catalogs and websites to search for latest resources	CAS Director and Staff	On-going	1
Improve the campus environment by recommending upgrades to existing facilities which will improve physical accessibility	Disability Services	Facilities upgrades complete	Disability Services Coordinator	Spring 2009 and ongoing	2

Objective 1.2: Provide for efficient and effective operation of new and emerging facilities and programs.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Provide recommendations to improve accessibility for new and emerging facilities and programs	Disability Services	Recommendations provided	Disability Services Coordinator	2008 and ongoing	2

Objective 1.3: Support the University's mission and strengthen linkages within the region through strategic land use.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Provide physical access to our outdoor facilities	Disability Services	Access provided	Disability Services Coordinator	Fall 2009	1
Assess the possibility of implementing a Student Health Fee with the purpose of establishing a free-standing Wellness Center to house both clinical and counseling services	Health Center	Student Health Fee Implemented	Health Center Staff	Spring 2009	1

Goal 2.0: Support institutional strategic initiatives through the expanded use of technology.

Objective 2.1: Provide resources, training, and services to support existing and emerging technologies in instructional and business operations.

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Provide insurance billing through a company to generate revenue	Health Center	Insurance billing provided	Health Center Staff	Summer 2009	1

Objective 2.2: Improve the efficiency of all business functions through alignment with existing software processes and through future hardware and software upgrades

Student Affairs Unit Action Items:

Action Item	Student Affairs Unit	Measurement	Person(s) Responsible	Due Date	% Complete
Evaluate technology needs across the Division of Student Affairs and determine timeline for updates	All Units	Assessment of networking/wireless needs in all departments	Dean of Student Affairs and All Unit Directors/Coordinators	Spring 2010	1
Evaluate and update the unit websites throughout the Division of Student Affairs and create a Division of Student Affairs website	All Units	Assessment of all websites in consultation with the campus webmaster	Dean of Student Affairs, All Unit Directors/Coordinators	Fall 2008	3
Expand resources to include more audio and video resources	CAS	Inventory current resources Review catalogs and websites to search for latest resources	CAS Director and Staff	Spring 2008	4
Implement the use of banner into recreational services processes	Recreational Services	Banner use implemented	Recreational Services Staff	Spring 2008	4

Goal 3.0: Capitalize on new funding opportunities for the University's strategic directions.

Objective 3.1: Promote a collaborative culture that encourages private financial support.

Objective 3.2: Increase applications for federal, state, and private grant support.

Objective 3.3: Work with the Coordinating Board for Higher Education (CBHE), the Missouri Department of Higher Education, and others to develop an equitable funding formula for public higher education in Missouri.

Objective 3.4: Develop public and private partnerships that support the University's strategic initiatives while at the same time generating revenue or reducing expenses.