Division of Student Affairs
Strategic Plan
2012-2017
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Strategic Plan 2012-2017

Introduction

In the fall semester of 2011, the UNCW Division of Student Affairs embarked on an 18 month process to completely overhaul its Strategic Plan. Under the leadership of Vice Chancellor Patricia Leonard since 1997, the Division has achieved significant accomplishments. A long-standing history of contribution to the student experience, the Division sought to realign its strategies with the leadership of a new Chancellor and UNC President. The two previous Divisional Strategic Plans had provided the departments within the Division tremendous guidance and support in providing excellence in programming and services to the UNCW student body. However, in light of the expiration of the previous plan and the most recent economic downturn which resulted in significant cuts to the UNCW budget, a new strategic plan is needed to continue to provide high-quality opportunities for current and future students. The Division has maintained its motto of “Creating Experiences for Life” as an anthem for its staff. As such, the Division has been recognized by both internal and external stakeholders for providing excellent learning opportunities for UNCW students. A new Strategic Plan aims to continue this excellence.

The new plan, implemented in two phases, began with a review of timely literature related to higher education in the United States and in North Carolina as a means to provide insights to the needed programs and services which will be effective in the second decade of the 21st Century. Members of the committee worked tirelessly to recognize the shifting landscape within the political and economic realities facing UNCW and the field of student affairs. Utilizing specific information gleaned from faculty and staff, the Strategic Plan seeks to position the Division of Student Affairs on the cutting edge of programs and services for students through the use of innovation, creativity, and best practices. The Committee contributed revised Core Values which represent the utmost foundational beliefs for the Division. Further, we reimagined the Mission and Vision Statements as guideposts for our work. Finally, nine new strategic goals were created in order to provide specific priorities for our work over the next half-decade.

Phase II of the Plan took place during the 2012-2013 academic year, essentially the first year under the new strategic goals. The Committee felt as though a “living plan” would be most effective. In order to realize this living document, each department within the Division of Student Affairs drafted specific objectives for how they would contribute to the Strategic Plan. Through an iterative process, these objectives were refined and revised so that in cumulative, all of the strategic goals would be realized. In sum, the Division of Student Affairs has a unique and workable strategic plan that allows for flexibility, creativity, and individual-level decisions which can manifest in best practices and innovation among the departments.
Background and History of Committee

In October and November of 2011, the Vice Chancellor for Student Affairs convened a working group of staff members under her leadership to consider ways to revise the Division of Student Affairs expired Strategic Plan. Termed the Steering Committee, this small council set the course for an 18-month process to completely rewrite the plan. In order to achieve this goal, the council determined that a two-tiered committee structure would be the best organizational structure. The Full Committee, consisting of twelve select members of varying levels of experience and from across the departments within the Division, was charged with recreating a living strategic plan which addresses the various issues affecting our work.

Members of the Full Committee included:
- Rebecca Caldwell, CARE/Crossroads
- Bill DiNome, Student Media Services
- Jim Dolan, Counseling Center
- Jemilia Harrison, Housing & Residence Life
- Larissa LaCour, Campus Life
- Stefanie Mancuso, Campus Life
- Dr. Chip Phillips, Dean of Students Office
- Mike Phillips, Career Center
- Michael Ruwe, University Learning Center
- Sarabeth Stine, Campus Recreation
- Nic Troutman, Housing & Residence Life
- Katrin Wesner, Abrons Student Health Center

The second committee, which provided oversight and structure to the timeline, process, and contributed leadership to the Full Committee, was instrumental in ensuring the plan was aligned with UNCW and UNC leadership goals, values, and strategies.

Members of the Steering Committee included:
- Pat Leonard, Vice Chancellor for Student Affairs
- Dr. Brian Victor, Associate Vice Chancellor
- Dr. Michael Walker, Associate Vice Chancellor and Dean of Students
- Thom Rakes, Career Center
- Dr. Andrew Mauk (Chair), Student Affairs Assessment, Research & Planning

The Full Committee convened from December 2011 through the summer of 2012 to review documents, revise language, and to solicit feedback from faculty, administrators, students, and members of the Division. Under direction from the Steering Committee, which utilized a monograph edited by Shannon Ellis, “Strategic Planning in Student Affairs” (2010) as a guiding document, the Full Committee debated and rewrote the plan to be a “living document,” one that would provide flexible work over the next five to six years with five core values, a salient mission and vision statement, and nine overarching divisional goals. The Committee felt that departments would best be served by writing their own specific objectives as a means for accomplishing these nine divisional goals. Visually, the Strategic Plan is represented below:
Through the rewriting of the five core values, the new mission and vision statements, and the nine strategic goals, the Full Committee concluded Phase I of the process in July 2012. Phase II of the Strategic Planning process kicked off in the Fall semester of 2012. Departments now had the new goals in which to operate, and each unit began to define the specific objectives they would implement in order to realize the divisional goals. Throughout the 2012-2013 academic year, through an iterative process under the leadership of the Steering Committee, each department submitted objectives, action steps, and key performance indicators. Newly revised Planning and Assessment Documents were created for the 2013-2014 academic year, and departments utilized those in the summer of 2013 to plan for the upcoming year.

Included below are the overall work of the two committees and the results of the departmental objectives. Adaptable and living, the new Strategic Plan provides the Division of Student Affairs, each department and each staff member the opportunity to analyze how they will contribute and to make annual adjustments based on the assessment(s) conducted each year. Blending assessment with strategic planning allows for better streamlining of programs and processes to align with the strategic direction of the Division while simultaneously embedding assessment deep within the organization to ensure effectiveness required of regional accreditation. End of year reporting will now include both updates on the strategic plan as well as the department level programmatic and student learning outcome assessment results and findings. We are
confident these changes will greatly improve productivity, resulting in more efficient departments with improved outcomes.

Appendix A is the overall Strategic Plan.

Appendix B contains the Strategic Planning and Assessment materials utilized by the Division.

Appendix C is the flyer created to advertise and promote the Division’s Strategic Plan.
Appendix A
Core Values

Core values are the underlying components of our work, the most basic principles which hold true when anything in the environment changes. Unshakeable and fundamental to our existence, the following beliefs form our shared identity and purpose in the Division of Student Affairs.

Student-Centered
We keep students at the forefront of every program we design, every administrative decision we make, and every educational opportunity we embrace. We balance our support of students by challenging them to make informed choices based on sound rationale. We foster students’ abilities to think critically and solve problems, which will serve them well after they graduate. We create a campus environment which focuses on success at UNCW and beyond.

Pluralism
We promote diversity by cultivating a respectful and inclusive community in which myriad identities, perspectives, ideas, and beliefs contribute to academic rigor, self-exploration, and an understanding of others. We encourage students to broaden their views, to be open to new experiences, and to apply their education toward addressing social, political, economic and environmental challenges confronting our communities.

Integrity
We are committed to ethical practices, civility, and accountability in our work. We operate and educate our students in an atmosphere of openness and are committed to the highest professional standards in all endeavors.

Collaboration
We engage students, faculty, staff, and community partners with mutual trust, unconditional regard, and support. We treat each other with dignity, respect, and appreciation. Modeling these behaviors, we help prepare students to approach life and work in a collaborative manner.

Engagement
We emphasize the critical importance of engagement as a means of promoting personal growth and learning in all aspects of students’ lives. We approach engagement as a process rather than a product, with the intention of building community to foster intellectual curiosity, civic responsibility, leadership, and respect for others. We use the total campus environment and the broader community to educate our students and help them understand the benefit of experiential learning.
Vision

The Division of Student Affairs will create experiences for life for our students by being a national leader among higher education institutions through our commitment to holistic student development, responsiveness to students’ changing needs, and ability to embrace innovative programs and practices.

Mission Statement

As an integral partner in the Journey of Learning, we facilitate the academic and personal success of UNCW students and engage them in opportunities, experiences, and services designed to promote lifelong learning.

Goals

1) Provide quality programs and services that effectively meet the primary mission of each department.
2) Foster the UNCW Experience - a welcoming, connected, supportive, safe, and celebrative campus culture where involvement is paramount.
3) Develop students' knowledge, skills, and abilities to prepare them to serve society and address the challenges of their careers.
4) Engage students in applied learning to enhance their personal and intellectual development.
5) Advocate for the needs of a diverse student body.
6) Commit to the development of a just campus community through education and discourse about leadership, diversity, civic engagement, sustainability, and global awareness.
7) Provide high quality, well-maintained, and accessible facilities which support student success.
8) Make decisions that are data-supported, creative, efficient and enhanced by emerging technologies.
9) Improve our communication efforts with all constituents.
Departmental Objectives

1) **Provide quality programs and services** that effectively meet the primary mission of each department.

**ABRONS STUDENT HEALTH CENTER**
- Identify the health care needs of UNCW’s diverse student body
- Using available data (including satisfaction survey and comments box) ensure that all programs and services meet the needs of the students
- Review health promotion programs annually against latest research and attendee feedback to identify any updates that are needed

**CAMPUS LIFE**
- Provide support and guidance for an ever expanding number of student organizations to start and thrive on our campus.
- Present professional performing arts and lecture performances coupled with residency programs that appeal to a wide variety of students and community patrons.
- Provide support and guidance for student coordinated programming efforts that allows for strong and successful campus-wide visual arts, film, spirit, comedy, lecture, and concerts programming.
- Provide learning and career engagement opportunities for students interested in media organizations and careers in media including print, television, radio, creative arts, film and photography mediums.
- Maintain facilities and services that provide for entertainment, dining, retail services, and other student needs in a central campus location.
- Offer meeting spaces and event support services that exceed the expectations and needs of students, faculty/staff, and external clients who choose our facilities to host meetings, events, and conferences.

**CAMPUS RECREATION**
- Provide programs, services and activities that increase participants’ capacities for taking responsibility of their own well-being.
- Implement easy to use, accurate and participant friendly facility and programmatic procedures.

**CARE**
- Provide crisis response, individual advocacy, and coordination with both on- and off-campus resources for both students who have been victimized as well as those affected by someone else’s experience with abuse or assault.
- Offer a comprehensive variety of violence prevention and relationship education programs, trainings, and educational campaigns to the UNCW campus.

**CAREER CENTER**
- Empower students and alumni as active participants in their own career development.
- Provide career and employment development programs and services to expand students’ knowledge of themselves and the world of work in a dynamic global community.
- Encourage students’ and alumni’s exploration of work values, interests, skills and personality as it relates to their academic and career planning.
• Provide resources and support for students to become responsible for their transition to productive academic endeavors and satisfying employment.

COUNSELING CENTER
• Provide time-effective individual, group, and couples counseling and psychotherapy.
• Implement psychoeducational outreach programs and activities.
• Engage in consultation and training activities to support the efforts of campus colleagues responding to students in distress.

CROSSROADS
• Provide early identification and intervention for individual students addressing alcohol or drug abuse.
• Provide educational programs and interventions that impact individuals for behavior change.
• Advocate for campus policies and protocols that discourage high-risk drinking and encourage a healthy campus relationship with alcohol and drugs.
• Collaborate with the local and regional community to create healthier environments for current and upcoming students.

DISABILITY RESOURCE CENTER
• Develop intentional partnerships with student, faculty and staff to ensure equal opportunities for students with disabilities.
• Serve as a resource and advocate for students with disabilities.
• Inform and support UNCW faculty, staff and administration.

HOUSING AND RESIDENCE LIFE
• Support students in their academic development.
• Engage students in transformative learning opportunities.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
• Implement the Leadership UNCW certificate program. Continue to offer a variety of certificates and workshops.
• Utilize assessment data to drive the development and implementation of our certificates and workshops.
• Develop and implement community service projects, led by student leaders that address the various needs (hunger, homelessness, poverty, health care, senior citizens, and the environment) of our local, regional, national, and international community.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
• Continue to administer the student academic honor code and Code of Student Life adjudication processes.
• Connect off-campus, non-traditional, graduate and military-affiliated students to community resources.
• Deliver educational workshops and community development opportunities for off-campus, non-traditional, graduate & military-affiliated students.
• Assist students with their off-campus housing search.

STUDENT AFFAIRS ASSESSMENT, RESEARCH & PLANNING
• Coordinate all assessment initiatives within the Division of Student Affairs (including research design, data collection, analysis, and reporting) through an approach that is both collaborative and supportive.
• Facilitate strategic planning and annual reports for the division in a manner that “closes the loop.”
• Encourage and support engagement with the greater student affairs profession and individual areas of expertise, including research, presentations, and training.

TRANSITION PROGRAMS
• Coordinate a Family and Alumni Weekend that has intentional programming for students, parents, siblings and guests.
• Coordinate Convocation.
• Coordinate the university’s Commencement ceremonies and assist with the logistics for graduation related activities.
• Coordinate and implement new student orientation programs for incoming freshmen, transfers and their parents.

UNIVERSITY LEARNING CENTER
• Provide academic support services in the form of peer collaborative learning.
• Provide a student-centered, non-traditional learning experience for students

UNIVERSITY TESTING SERVICES
• Provide testing and proctoring services sensitive to the needs of the campus community and regional workforce
• Maintain and enhance campus and community relationships to increase awareness of services

2) **Foster the UNCW Experience** - a welcoming, connected, supportive, safe, and celebrative campus culture where involvement is paramount.

ABRONS STUDENT HEALTH CENTER
• Create a more welcoming environment for students that visit the Student Health center, including pictures, plants and interactive educational tools
• Provide safe, affordable, professional care to every student regardless of background, experience or presenting complaint
• Encourage staff participation in UNCW activities, including student orientation, resource fairs, graduation, and other student and campus events

CAMPUS LIFE
• Maintain high quality facilities to encourage and continue campus traditions
• Maintain a quality student employee program that promotes job satisfaction and a sense of community.
• Train student employees to provide a high level of customer service to support the success of traditional campus events hosted in the Campus Life facilities.
• Coordinate academic-focused and entertainment-based programming year-round to define and foster the UNCW experience.
• Develop and implement in-depth residency programs to creatively and academically engage students in the arts and humanities.
• Provide support and resources to the over 265 student organizations to assist them in providing a variety of engagement opportunities for the UNCW student body.

CAMPUS RECREATION
• Effectively meet employment needs for the delivery of programs.
• Provide adequate space, equipment, and resource support for various types of personal development experiences.
CARE
- Prevent and reduce interpersonal violence experienced by UNCW students, specifically sexual assault, relationship abuse & violence, stalking, and harassment.
- Create a more supportive campus environment for survivors.

CAREER CENTER
- Sustain an educationally-relevant, service-orientated approach which challenges, supports and encourages students and alumni in their own career development. Also utilize this approach with our other constituents, including employers, parents, faculty, staff and the general public.
- Enrich our program and service efforts with increased collaborations with campus and community partners.

COUNSELING CENTER
- Provide training to first responders (e.g., HRL staff members) on responding to students in distress.
- Provide QPR Suicide Gatekeeper training to faculty, staff, and students.
- Participate in information fairs and orientation activities.

CROSSROADS
- Participate in the creation of a campus environment that is healthy and respectful of how drinking and drug use impacts fellow students.
- Prevent and reduce high-risk drinking and drug use among program participants in both college and pre-college populations.
- Engage and develop student leadership in the area of substance abuse prevention.

DISABILITY RESOURCE CENTER
- Encourage and promote out-of-class participation
- Enhance the contact with on-line students

HOUSING AND RESIDENCE LIFE
- Identify and connect students who do not fall into the “traditional” definition of involved.
- Gather, assess, and utilize data on student satisfaction and engagement.
- Advertise organization and club events more on CHWK and establish a more interconnected social media.
- Encourage personal responsibility and accountability to contractual and lease obligations by educating students about housing processes through written and verbal communications.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Provide community service projects and leadership educational programs in which students choose to engage.
- Deliver awards and recognition programs that highlight student achievement in leadership and service. Cornerstone Student Awards Banquet, Leadership Grove, and the Senior Excellence Luncheon.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
- Provide opportunities for student involvement through participation as a board member on the Student Academic Honor and Campus Conduct Boards.
- Develop a civic learning program for select students responsible for conduct and academic misconduct violations
- Continue to foster healthy growth of the fraternity and sorority community.
• Increase communication and collaboration between Panhellenic, IFC, and NPHC councils to provide opportunities for groups to collaborate on programs and projects.
• Establish a faculty and peer mentoring program for our student veterans.
• Provide opportunities for military spouses to connect with one another.
• Increase number of applications to conduct boards each year to allow for more selective process during recruitment.
• Increase campus community awareness of the Campus Conduct Board to highlight the members as leaders on campus and to increase the number of applicants for the board.

STUDENT AFFAIRS ASSESSMENT, RESEARCH & PLANNING
• Track co-curricular involvement for the Division that “connects the dots” between engagement and experiences.
• Assess the effectiveness of programs and services throughout the division by tracking participation/usage numbers, conducting needs assessments, gauging satisfaction and engagement, participating in benchmarking studies, and facilitating learning outcomes assessment.

TRANSITION PROGRAMS
• Encourage involvement and the UNCW experience through the Orientation Leaders, T-Team and Seahawk Links.
• At orientation educate new students and families about the UNCW experience and expectations of being a member of this community.

UNIVERSITY LEARNING CENTER
• Provide a non-judgmental and non-authoritative environment to develop academic skills and knowledge.
• Provide peer role-models of academic success.
• Provide tutors who collaborate in the learning process of their peers.
• Celebrate success of peer tutors.

UNIVERSITY TESTING
• Remain a preferred testing location for campus and regional candidates
• Engage additional hourly departmental staffing

3) Develop students’ knowledge, skills, and abilities to prepare them to serve society and address the challenges of their careers.

ABRONS STUDENT HEALTH CENTER
• Develop handouts, on-line tutorials and/or presentations to increase health insurance literacy for students
• Teach students how to evaluate and use online resources to learn more about their health, make healthy decisions and determine whether they can self-treat or need to seek care
• Develop seminar/class on self-management, coping skills and stress management (HP & Counseling)

CAMPUS LIFE
• Expand Student Employee Program to focus on applied learning for current positions as well as developing skills transferrable to future careers.
• Enhance the training provided to area managers to help further develop higher-level management skills and abilities.
• Provide customer service training for students to foster more confident interpersonal interactions with clients.
• Offer graduate assistantships and academically-based internship programs, collaborating with academic programs such as Film Studies, Art & Art History, Creative Writing, Communication Studies, Public and International Affairs, and Higher Education, to offer academic credit for students involved in our programs.
• Provide *Programmers in Training* series which educates and prepares 80 students per year to develop leadership and programming skills applicable to both employment and student involvement.
• Design Marketing Cohort which develops both marketing and interpersonal skills for students as they work to develop and implement a comprehensive marketing plan for the Arts and Programs and marketing materials for the Campus Life Department.

**CAMPUS RECREATION**
• Provide development of communication, personal responsibility, informed reasoning, and conflict resolution skills through interaction, participation, and employment.
• Provide on-going, intentional trainings to develop staff, meet recreation and NIRSA best practices/standards, and improve job performance.
• Encourage and support student knowledge & skill development.
• Provide educational opportunities through collaboration with on and off-campus partners to assist participants in making healthy lifestyle choices.

**CARE**
• Increase awareness of and ability to navigate issues of consent and healthy and unhealthy relationships.
• Increase individuals’ capacity to recognize and intervene through bystander intervention trainings.
• Increase peer educators’ skills in student skills as described in the job descriptions: e.g. public speaking, program planning, teamwork, empathy and active listening, facilitating group discussions, and awareness of cultural/gender influences and diverse perspectives. (Skill Seeker)

**CAREER CENTER**
• Imbed the concept of skills development in Career Center programs and services and in efforts of other Student Affairs and campus programs.
• Enable students to reflect on their classroom and out-of-the-classroom experiences and to be able to articulate the skills developed and their application to post-graduation opportunities.

**COUNSELING CENTER**
• Provide services (counseling, consultation, assessment, crisis intervention, and outreach) that assist students in developing and enhancing self-management skills for personal well-being and to meet life demands.
• Consult with campus colleagues on addressing emerging trends and challenges facing students as they transition to college life.

**CROSSROADS**
• Use effective strategies to teach students to reduce high-risk drinking and drug behaviors and associated consequences, including delaying initiation of use.
• Increase use of protective strategies to reduce risk from drinking.
• Increase peer educators’ skills in student skills as described in the job descriptions: e.g. public speaking, program planning, teamwork, and effective educational interventions. (Skill Seeker)

DISABILITY RESOURCE CENTER
• Provide programs and services that increase student’s capacities for self-advocacy
• Provide opportunities for self-development

HOUSING AND RESIDENCE LIFE
• Create learning communities that are academically connected and that enhance student learning beyond the classroom.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
• Provide community service projects and leadership educational programs that support skill development. Ensure reflection is part of student’s experiences to allow for discernment.
• Encourage students to complete Leadership UNCW certificate programs. Workshops and certificates provide a learning experience that will support their development of leadership skills (Become a Skill Seeker).
• Reflect on application of leadership skills developed and review with professional staff.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
• Offer internships and practicum opportunities for students to enhance professional preparation.
• Continue to enhance training and participation opportunities in the academic honor code board hearing process for students, which allows for the development of critical thinking skills.
• All organizations will have an academic/faculty advisor who works with the chapter to develop and implement an academic achievement plan, submitted yearly to Fraternity and Sorority Life.
• Increase academic success for fraternity and sorority members by utilizing campus resources.
• Fraternity and Sorority Life, in conjunction with councils, will implement an upperclassmen transition program
• Enhance the Graduate Student Life Professional Development program.
• Establish an academic transition program for non-traditional students.
• Maintain the close, positive relationship between student conduct and CROSSROADS to continue educational programs for students who are found responsible for alcohol/drug violations.
• Continue training hearing officers on methods of motivational interviewing and other communication techniques to provide students with meaningful and educational conduct meetings.

TRANSITION PROGRAMS
• Provide training and resources to the Seahawk Links, Orientation Leaders and T-Team so that they can meet the needs of incoming students at orientation, Convocation and through First Year Seminar courses. These skills include public speaking, communication skills, customer service, conflict management, etc.
• Provide opportunities for new students to start thinking about the knowledge, skills and abilities they will need to prepare them for challenges in their careers and where they might gain those knowledge skills and abilities.

UNIVERSITY LEARNING CENTER
• Nurture the development of academic knowledge and transferable skills.
• Engage tutees in effective peer collaboration.

UNIVERSITY TESTING SERVICES
• Enhance the variety of available medium and high stakes testing programs (admissions, certification, licensure, etc.)
• Maintain and enhance exam proctoring services
• Enhance the partnership with UNCW-Onslow County and MCB-Camp Lejeune to provide quality testing services.

4) Engage students in applied learning to enhance their personal and intellectual development.

ABRONS STUDENT HEALTH CENTER
• Educate students needing referrals how to make their own appointments in the future, increasing their ability to advocate for their own health care
• Ensure that each student contact with a medical provider includes written instructions about their condition that will increase their knowledge of the condition and enable them to self-treat in the future as appropriate

CAMPUS LIFE
• Offer a variety of graduate positions, academic internships, student employee programs, leadership committees, student organization and program leadership positions and committees, and volunteer opportunities to engage students in meaningful and in-depth applied learning opportunities.
• Implement intentional self-reflection process of on-the-job development during employee evaluation processes.
• Use student employee management positions to offer opportunities for students to explore practical application of management, organizational leadership, and business practices in the workplace.
• Develop employment opportunities which allow students from various academic majors to apply their skills in real world technical positions such as projectionists, audio and lighting technical coordinators, audio-visual media technicians.
• Provide support and resources to student organizations to assist them as leaders of organizations utilizing what they learn in their classes to benefit their student organizations.

CAMPUS RECREATION
• Support the academic mission through co-curricular experiences and opportunities.
• Effectively meet employment needs for the delivery of programs.
• Provide educational opportunities through collaboration with on and off-campus partners to assist participants in making healthy lifestyle choices.

CARE
• Develop, deliver, and evaluate peer education and internship opportunities that enhance students’ academic experience and career readiness.
• Work with student leaders, particularly My Stand Mentors, to address violence prevention issues within their roles and organizations (e.g. resident assistant, fraternity and sorority members).
CAREER CENTER
- Promote applied learning for students’ professional and career development through partnerships with academic and Student Affairs departments, and employers.
- Create expanded internship opportunities through employer development efforts and niche resources.
- Educate students on how to make meaningful reflections on their applied learning experiences, and how to articulate in their job search and graduate school applications the learning that occurred and the skills gained.

COUNSELING CENTER
- Provide life-skills workshops.
- Promote learning and self-exploration through counseling.

CROSSROADS
- Train and develop peer leaders for the campus population.
- Develop pre-college and undergraduate students’ ability to act as mentors and role models for pre-college students.
- Work with student leaders to address substance abuse issues within their roles and organizations.

HOUSING AND RESIDENCE LIFE
- Create opportunities for RAs to enhance the skills they learn as student leaders.
- Explore a more structured partnership with local businesses and non-profits for applied learning experiences.
- Enhance students’ understanding of contractual commitments and the impact those have on the campus community

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Assist faculty and staff in the development and implementation of student-centered activities.
- Provide critical reflection component to facilitate discernment in leadership and service activities.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
- Offer internships and practicum opportunities for students to enhance professional preparation.
- Develop new educational workshops or sanctions for academic honor violations.
- Promote the principles set forth in the UNCW Cornerstone through programmatic efforts that highlight each tenant.
- Develop and assess learning outcomes for council officers and chapter presidents to assist in meaning-making and reflection for students.
- Provide monthly opportunities for presidents to reflect on their experiences as community leaders and connect acquired skills to future careers.
- Create a training program for military students interested in serving as peer mentors.
- Incorporate opportunities for applied learning in the Graduate Student Life Professional Development program.
- Employ VA Work Study students to create programs, contribute to event planning and engage with military-affiliated students through social media and other technologies.
- Develop and implement an in-service training plan for members of the Campus Conduct Board to broaden their experience and knowledge in the field of student conduct.
• Create and implement a short survey for students who have gone through the student conduct process to assess satisfaction and learning.

TRANSITION PROGRAMS
• Provide interactive and intentional training for Orientation Leaders, T-Team and Seahawk Links that can be applied to their positions as well as after graduation
• Provide opportunities for LLC and Orientation Coordinators to tailor projects and assignments to help them improve skills that will help them in their future careers.

UNIVERSITY LEARNING CENTER
• Provide practical opportunity for peer tutors to apply their knowledge and skills in a collaborative learning environment.
• Provide a training experience that enhances peer tutors’ professional and intellectual development.

UNIVERSITY TESTING
• Enhance University-Based and other testing opportunities

5) **Advocate for the needs of a diverse student body.**

ABRONS STUDENT HEALTH CENTER
• Serve as the voice for students as decisions are being made at General Administration and on-campus that affect their health care, including health insurance
• Maximize gender neutral language in verbal communication, written documents, posters and displays

CAMPUS LIFE
• Offer programming on diversity issues and topics relevant our veterans, minority, and underserved group populations and continue strong collaborative relationships with diversity related academic units, campus departments, and student organizations.
• Collaborate with the Office of Institutional Diversity and Inclusion to assist Minority Student Organizations in their organizational development and success.
• Assist the Student Government Director of Multicultural Affairs in diversity programming, outreach, and advocacy efforts.
• Maintain facilities and services that are accessible for special needs populations.

CAMPUS RECREATION
• Recruit qualified and diverse staff members.
• Provide programs, services and activities that increase participants’ capacities for taking responsibility of their own well-being.

CARE
• Respond to and advocate for campus community members who have experienced sexual assault, relationship abuse & violence, stalking, and harassment.
• Monitor space, policies and protocols, and content of educational programs for inclusiveness
• Enhance cultural competence of professional and student staff to more effectively respond to clients and audiences.
CAREER CENTER
- Collaborate with campus and community groups to provide inclusive and accessible career programs and services.
- Gain a better understanding of the career development needs of segments of our population and use that knowledge to address those needs.

COUNSELING CENTER
- Engage / provide professional development opportunities that improve skills or increase knowledge about diversity and inclusion.
- Advise student organizations or participate on advisory boards for student groups and offices related to diversity and inclusion.

CROSSROADS
- Respond to and advocate for students in recovery, student with substance abuse issues, and students who have been affected by someone else’s substance abuse.
- Monitor office environment, policies and protocols, and content of educational programs for inclusiveness.
- Enhance cultural competence of professional and student staff to more effectively respond to clients and audiences.

DISABILITY RESOURCE CENTER
- Foster campus knowledge regarding disability awareness
- Monitor existing campus resources to ensure full participation of all students
- Enhance faculty, staff and administration skills related to students with disabilities

HOUSING AND RESIDENCE LIFE
- Utilize the Social Justice and Diversity Education committee to educate our students, create awareness of the needs of a diverse student body, and implement programs/policies that speak to those needs.
- Ensure that housing processes and contractual obligations are communicated to students through mediums that meet all learning styles.
- Collaborate with Residence Life staff to provide targeted marketing about special interest housing areas to students to ensure that students and parents understand the offerings of each of the programs.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Provide students the opportunity to participate in the Leadership UNCW workshops that address diverse needs (Diversity and Cultural Competence, Leadership for Social Change, Values Congruence, Safe Zone Training, and My Stand Training).
- Provide students the opportunity to participate in the Leadership UCW certificate programs (Health Professions Leadership and Business Administration Leadership).
- Promote community service projects that address the diversity of our population interests by providing projects in the area of poverty, hunger, homelessness, health care, senior citizens, children, and the environment.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
- Include diversity education in training student employees and academic honor board members.
- Continue to provide academic honor board participation opportunities for a diverse array of students.
- Develop extension plan for multicultural fraternities and sororities.
• Integrate multicultural fraternity or sorority into UNCW Fraternity and Sorority Life.
• Continue to represent non-traditional students, including student veterans, on university committees and task forces.
• Conduct trainings for faculty and staff on issues and trends around military non-traditional students.
• Actively recruit students who are currently underrepresented on the Student Academic Honor and Campus Conduct Boards to serve (ex: students involved with Centro Hispano and the Upperman Center, veterans, non-traditional students, students who live off campus, etc.)

STUDENT AFFAIRS ASSESSMENT, RESEARCH & PLANNING
• Conduct assessment and research in a manner that respects all student backgrounds with the intent to disseminate information that advocates on their behalf.

TRANSITION PROGRAMS
• Advocate for the needs of first year students.
• Advocate for the needs of First Year Spring Admit Students
• Advocate for the needs of new Transfer Students
• Advocate for student wishes at the Commencement Ceremonies.

UNIVERSITY LEARNING CENTER
• Provide academic support for all UNCW students

UNIVERSITY TESTING
• Practice and promote fairness in testing procedures for all testing candidates
• Provide consultation that promotes appropriate use of testing products

6) **Commit to the development of a just campus community** through education and discourse about leadership, diversity, civic engagement, sustainability, and global awareness.

ABRONS STUDENT HEALTH CENTER
• Develop health promotion programs that address the importance of being advocates for one’s own health and those for whom we are responsible for
• Serve as role models for students by attending, participating in or facilitating two campus events/programs per year
• Encourage staff to attend at least two programs sponsored by the Student Affairs Professional Development or Diversity Committee, or their equivalent, each year

CAMPUS LIFE
• Host a comprehensive season of global leaders in the arts and the humanities to allow our campus and community an intimate experience with masters in their fields through performances, lectures and residency programs such as master classes, workshops, lecture/demonstrations, course visits and long-terms outreach programs.
• Establish guidelines and training for staff to support Freedom of Expression events.
• Move to a paperless documentation and records keeping system including Facility Use Agreements and contracting processes.
• Ensure Campus Life policies, including reservations and student organization policies, are implemented in a fair and consistent manner in accordance with university regulations and state and federal laws.
CAMPUS RECREATION
- Partner with civic, governmental and service organizations (and agencies) to provide opportunities for co-curricular experiences.
- Provide service to and collaborate with our educational partners in public schools and other institutions of higher education.
- Enhance efficiency of student participation in regional engagement through administrative and logistical support.
- Advocate for ethical, responsible and sustainable use of resources.

CARE
- Increase students’ awareness of gender stereotypes that create factors implicated in environments that accept violence, such as restricted emotionality, hegemonic masculinity, passivity, and lack of assertiveness.
- Decrease endorsement of common myths about rape, sexual assault, dating and domestic violence by campus community and program participants.
- Increase awareness of the frequency of interpersonal violence within our society and on our campus by campus community and program participants.

CAREER CENTER
- Engage students in experiences which help them clarify their work values and identify corresponding organizational cultures which support those values.
- Educate students on how to identify the organizational culture of potential employers and graduate programs.

COUNSELING CENTER
- Promote services, programs and initiatives that encourage diversity and inclusive dialogs within the campus community.
- Provide, sponsor or consult on psychoeducational programs.

CROSSROADS
- Collaborate with community and regional agencies to assess, identify, and address risk factors that contribute to alcohol and drug use and abuse.
- Advocate for healthier environments using an environmental strategy approach to address alcohol availability, laws and regulations, enforcement, alcohol-free options, and community norms.

DISABILITY RESOURCE CENTER
- Participate in the discussion regarding the creation of a more universally designed education environment.

HOUSING AND RESIDENCE LIFE
- Develop initiatives which create community standards that foster social justice.
- More advertisement/promotion of environmental sustainability efforts across campus.
- Develop a plastic-free Move-In process.
- Design a more functional On-Campus Living publication.
- Manage occupancy and housing assignments so that our department can consistently enforce contractual obligations for all students in a fair and equitable manner.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Encourage the completion of the Social Justice and Community Leadership Certificate.
- Recognize students for contributing to the campus and community by awarding the Laureate Award for social justice at the annual awards and recognition banquet.
OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT

- Explore ways to incorporate “green” initiatives into departmental operations
- Provide support resources for faculty to aid them with handling academic integrity issues.
- Provide training opportunities for faculty and student members about academic integrity issues.
- Require fraternity and sorority participation in programs that support social justice.
- Enhance philanthropic activity of fraternity and sorority chapters and councils.
- Engage students in discourse and civic engagement through the Café Society nights in the Graduate Student Life program.
- Develop consistent trainings and training materials related to diversity and global awareness for hearing officers and members of Campus Conduct Boards.

TRANSITION PROGRAMS

- Training Orientation Leaders, T-Team and Links on the importance of creating an inclusive environment and ways they can help this environment.
- Provide professional staff opportunities for diversity related professional development
- Provide an opportunity at orientation to discuss diversity and the importance of an inclusive community
- Demonstrate to the Links appropriate ways to have discourse in a classroom

UNIVERSITY LEARNING CENTER

- Ethically apply the Academic Honor Code
- Ensure tutor awareness of diverse student identities on our campus.

7) Provide **high quality, well-maintained, and accessible facilities** which support student success.

ABRONS STUDENT HEALTH CENTER

- Maintain CLIA accreditation to ensure high quality lab care. The Centers for Medicare & Medicaid Services (CMS) regulates all laboratory testing (except research) performed on humans in the U.S. through the Clinical Laboratory Improvement Amendments (CLIA) using the states’ Department of Health and Human Services (DHHS) to complete the inspections.
- Evaluate medical supplies and advances in technology annually to determine new or upgraded equipment and supplies needed
- Expand implementation of electronic health record to improve efficiency and become less reliant on paper

CAMPUS LIFE

- Use a combination of preventative and regular maintenance to ensure upkeep of all Campus Life facilities.
- Conduct daily building checks to document state of facilities, problems areas, damages, and inventories in order to maintain safe and inviting facilities.
- Identify and document groups that damage the facilities and implement charges to defer the cost of repairs in accordance with facility use policies.
- Solicit guest/visitor feedback regularly throughout the year to identify areas for improvement.
• Continually assess technology needs and provide equipment upgrades and support that are current and meet the needs of students and other clients using our meeting and entertainment spaces.
• Manage the Involvement Center to best provide resources, space, and support for student organizations to fulfill their purpose.

CAMPUS RECREATION
• Develop a comprehensive plan for risk management, equipment replacement, facility enhancement, renovation and new construction to meet the continuing needs of the university community.
• Provide adequate space, equipment, and resource support for various types of personal development experiences.

CARE
• Advocate for campus safety enhancements to address risk factors for interpersonal violence.
• Create a safe space for victims, their friends, and families through design of a confidential space and office protocols to protect confidentiality and assess risk.
• Review existing CARE facilities to insure that they are accessible and maximized to enhance for usage.

CAREER CENTER
• Create appropriate space within our existing facilities for educational, innovative, inclusive and accessible career programs and services for our student and employer constituents.

COUNSELING CENTER
• Maintain a safe, comfortable, and accessible environment for students.

CROSSROADS
• Intentionally develop an atmosphere of confidentiality and non-judgmental attitudes that encourage students to utilize CROSSROADS resources that provide early identification and/or intervention of substance abuse issues for students.
• Create a safe space for students, their friends, and families through design of a confidential space and office protocols to protect confidentiality.
• Review existing CROSSROADS facilities to insure that they are accessible and maximized to enhance for usage.

DISABILITY RESOURCE CENTER
• Collaborate with university offices to identify ADA barriers on campus
• Monitor construction process to maintain accessibility and continuity of all programs and services

HOUSING AND RESIDENCE LIFE
• Consistently provide a clean, healthy, and safe living environment for all residential students.
• Manage departmental expenses and take appropriate steps to ensure funding is in place for large scale repairs and renovations.
• Utilize ADA compliance guidelines to influence facilities decisions.
• Explore alternate funding sources for large scale repair and renovation projects
• Refine housing transition processes to ensure that outside contractors, facilities and housekeeping staff members have adequate time to prepare space for occupancy.
• Create a seamless wireless network in the interior and exterior of all residential areas
OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Provide desk-top and lap-top computers that have current and relevant software. Maintain communication with university community through social media. Maintain an accessible Web Page.
- Provide an office environment that is welcoming, friendly, and supportive. Office space provides a conference table, a work office, and refreshments.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
- Maintain a comfortable and welcoming office environment for students, parents, staff, faculty or Wilmington community members that come through the door.
- Provide opportunities for all student and faculty members to participate in the academic honor code hearing process by assuring accessibility to facilities in which any hearings or meetings might take place.
- Develop and implement an assessment of the fraternity/sorority housing experience, in conjunction with Housing and Residence Life
- Increase the number of students living on campus in fraternity/sorority facilities
- Collaborate with Housing & Residence Life to enhance the relationship between Fraternity and Sorority Life, Housing & Residence Life, and chapters who live in on-campus residential facilities.
- Bi-annually evaluate the Veterans Lounge space and update resources that contribute to the success of our military-affiliated students.
- Maintain close working relationship with Campus Life staff members to ensure appropriate rooms and room set-up for Student Academic Honor and Campus Conduct Boards to provide privacy for students and accessibility for all participants.

STUDENT AFFAIRS ASSESSMENT, RESEARCH & PLANNING
- Maintain office space in a manner that is functional, clean, and inviting to guests.

TRANSITION PROGRAMS
- Create and maintain an office environment that is welcoming, clean, functional and safe.

UNIVERSITY LEARNING CENTER
- Ensure that our facilities are accessible to all students
- Ensure tutor awareness of diverse student identities on our campus.

UNIVERSITY TESTING
- Provide a secure and fair testing facility
- Explore changes to space configuration to allow for additional testing options

8) Make decisions that are data-supported, creative, efficient and enhanced by emerging technologies.

ABRONS STUDENT HEALTH CENTER
- Utilize research data (including the National College Health Assessment) and guidelines from medical journals and professional associations to support clinic decisions and programs offered through health promotion
- Utilize data available in EHR for real time decision making about disease incidence, diagnosis trends and staffing needs
CAMPUS LIFE
- Utilize EMS to report on space utilization, set up needs, building hours needs, and staffing patterns in order to inform current business practices.
- Utilize ongoing satisfaction surveys to enhance staff training models and provide higher levels of customer service.
- Use comparative pricing data and internal usage data to develop a fee structure that properly offsets business costs.
- Implement assessments to garner data from patrons, students, faculty, visiting artists, and staff members used to improve cultural arts programming.
- Further enhance the SeaOrg system as a means to assist the data management of our student organizations.
- Use learning outcomes and benchmarking assessment data to better inform leadership development and student employment practices.
- Seek student employee feedback to identify specific skills learned on the job and solicit feedback about additional skills development desired by employees.

CAMPUS RECREATION
- Establish financial support and develop a timeline to assess technology needs within the department to increase efficiency and effectiveness.
- Utilize best practices, recreation and NIRSA standards and assessment data to make informed decisions.

CARE
- Utilize and incorporate emerging technologies in order to achieve departmental goals.
- Use latest research, policies & laws, and technology to create the most appropriate individual safety plans and university protocols to protect university community members.
- Utilize campus-specific data and national research on interpersonal violence to plan effective programs.

CAREER CENTER
- Synthesize assessment data to evaluate and adapt current programs and services to meet constituents’ needs.
- Continually scan campus and cultural environments to increase awareness of changing needs of both constituents and the greater work world, and use that knowledge to inform our work.

COUNSELING CENTER
- Monitor service demand data.
- Assess and utilize technology to improve programs, services, and daily operations.

CROSSROADS
- Research, develop, and disseminate effective programs to address high-risk drinking and drug-use.
- Develop and work in partnerships with faculty, agencies, evaluators, and other campuses to pursue effective knowledge and strategies.
- Strategically use emerging technologies to enhance prevention strategies.
- Utilize campus-specific data and national research on alcohol and other drugs to plan effective programs.
DISABILITY RESOURCE CENTER
- Provide current information and awareness to ensure all emerging technology is accessible and universally designed
- Research and implement assistive technology

HOUSING AND RESIDENCE LIFE
- Revise On-line Recruitment book.
- Utilize rubrics for RA recruitment in an effort to reduce paper waste and increase efficiency.
- Continually research new technologies for integration on-campus.
- Automate the transitions (roll over) process between fall and spring semester and between May close down and August opening.
- Fully image all paper documents in Housing and Residence Life.
- Create a prediction model for occupancy management to ensure that processes can be evaluated to best meet the needs of the student population.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Develop assessment plans that support the growth and development of leadership and community service programming.
- Foster collaborative partnerships with Information Technology to apply data-driven decision making.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
- Develop a tool(s) for assessing conduct (honor or student code) administrative or board hearings.
- Utilize focus groups and survey data to assess how best to promote the academic honor code amongst students and faculty.
- Utilize focus groups and survey data to assess how best to promote the UNCW Cornerstone amongst students and faculty.
- Develop recruitment/intake surveys for diverse campus populations and inform recruitment/intake practices accordingly
- Conduct FSL Advisory Board meetings to evaluate FSL Strategic Plan, make necessary updates and inform practice
- Assess various efforts and programming under The PERCH and utilize data to strengthen these offerings.
- Transition many of the services of the former Seahawk Perch physical location to a virtual office by using social media, web offerings and online educational portals.
- Continue to improve the Case Manage database through work with ITSD which will help us fully utilize current and future student conduct data and maintain an efficient student conduct process.

STUDENT AFFAIRS ASSESSMENT, RESEARCH & PLANNING
- Improve student and staff use of advanced technologies (e.g., handheld devices, web surveys, clickers, digital recorders, and scanners) in order to gauge student satisfaction and learning.
- Ensure that our division is appropriately meeting accreditation standards.
- Assess technology needs within the division in order to increase efficiency, effectiveness, and data sharing across units.

TRANSITION PROGRAMS
- Move to a paperless hiring process for Links and orientation leaders.
• Continue to improve the orientation registration process and communications for orientation
• Continue to make improvements to the Family Weekend registration site to make processing more efficient

UNIVERSITY LEARNING CENTER
• Base assessment of our services on theory and practice in the field of academic support

UNIVERSITY TESTING
• Use revenue report to determine needs for additional products or services to meet budget
• Update use of technology for increased efficiencies within the department
• Adjustments to departmental practices will be informed by user feedback and staff experience

9) **Improve our communication efforts** with all constituents.

ABRONS STUDENT HEALTH CENTER
• Promote SHC services and programs by contributing to campus newsletters (including Roomers, SPLASH, and the Campus Dish) and participating in fairs and open houses as requested
• Ensure the SHC website remains current and includes information regarding services, programs and hours
• Expand distribution of Healthy Hawk News, the HP newsletter, across campus

CAMPUS LIFE
• Update all policies and procedures, especially web content, in order to provide clear and consistent messages in our department-wide communications about programs, services, and usage expectations.
• Create mobile applications for room reservations in the EMS system.
• Continue to enhance the Campus Life CRS reservations site to improve user-friendliness and overall experience by providing easily accessible tools and information guides for users.
• Use student marketing cohort to support the development of a comprehensive marketing plan for Campus Life programs and support the student marketing team which includes a Social Media Internship and a Graduate Assistantship for Marketing & Design.
• Communicate with students, faculty members, and community member about events, residency programs and involvement opportunities through the bi-annual UNCW Presents publication including curricular connections information.
• Utilize the on-line activities event calendar to promote programming to students, faculty and staff and publicize opportunities to become involved in the UNCW community.

CAMPUS RECREATION
• Implement easy to use, accurate and participant friendly facility and programmatic procedures.
• Staff programs and facilities with engaging, helpful and well-trained employees.

CARE
• Utilize campus and community committees to enhance victim service and advocate for safety regarding interpersonal violence.
• Through effective communication and networking, develop partnerships with campus and community providers to improve outcomes for clients.
CAREER CENTER
- Utilize personal outreach, current media and emerging technologies to provide service and information in our constituents’ environments.
- Coordinate a variety of communication methods to provide transparent and understandable messages enhancing an effective and quality Career Center brand.

COUNSELING CENTER
- Contribute to quarterly SPLASH newsletter.
- Enhance web site and web resources.

CROSSROADS
- Utilize advisory committees to enhance campus response to issues of alcohol and drug abuse.
- Utilize social media and communication efforts to expand our network of allies and customers for our adolescent prevention products.

DISABILITY RESOURCE CENTER
- Develop communication methods that provide resources to UNCW constituents regarding students with disabilities.

HOUSING AND RESIDENCE LIFE
- Seek collaborative opportunities with other departments.
- Enhance UNCW marketing by creation of a comprehensive marketing plan that integrates social media and electronic marketing into more traditional marketing.

OFFICE OF STUDENT LEADERSHIP & ENGAGEMENT
- Maintain relationship of information sharing with Marketing and Communications to promote community service projects and leadership education programs.
- Utilize social media, weekly email updates, web page information, and 1:1 contact with students interested in community service projects and the Leadership UNCW program.

OFFICE OF THE DEAN OF STUDENTS & CASE MANAGEMENT
- Sustain current and foster new faculty and staff partnerships to promote the academic honor code in the classroom.
- Sustain current and foster new faculty relationships to increase participation in the academic honor board hearing process.
- Enhance the visibility of the Dean of Students staff among faculty and staff at the university through attending events, meetings, etc.
- Send or post electronic newsletter, accessible to all university employees, providing updates on activities and accomplishments of fraternities/sororities at UNCW
- Coordinator of Fraternity and Sorority Life communicates with National representatives at least once per semester per organization
- Conduct advisor meetings to maintain relationships and build rapport.
- Maintain positive relationships with fraternity and sorority professionals by attending National conferences.
- Construct a bimonthly newsletter that will educate apartment managers that advertise with the off-campus housing website on UNCW student trends, issues and happenings.
- Organize bimonthly meetings with the Director of Military Education and Director of the Onslow Extension site to facilitate conversation and refine processes for our military-affiliated students.
• Enhance communication with local law enforcement and Cape Fear Community College constituents by organizing an annual meeting to discuss student trends and community impact.
• Collaborate with the Student Affairs Case Manager to provide educational outreach to faculty regarding issues of classroom management and other opportunities for support.

STUDENT AFFAIRS ASSESSMENT, RESEARCH & PLANNING
• Expand the knowledge base about co-curricular student development and learning through the dissemination of information to students, staff, and faculty across campus, as well as other constituents (e.g. parents and student affairs professionals) across the country.

TRANSITION PROGRAMS
• Communicate with families of UNCW students about events happening on campus
• Communicate with graduating seniors on regular basis to prepare them for graduation
• Develop a more comprehensive communication plan for new students which includes more social media

UNIVERSITY LEARNING CENTER
• Routinely communicate with academic departments and UNCW staff (i.e. advisors) about our services
• Utilize opportunities we can staff to communicate about our services to students

UNIVERSITY TESTING
• Regular review of marketing and communication strategies
• Review website and enhance available information as needed
Appendix B
Planning and Assessment Materials

Annually, the Division of Student conducts through its annual reporting process a Planning and Assessment review in order to effectively meet the Goals and Objectives as stated in the Strategic Plan. As such, the template of the document which each department utilizes in this process is included in the Appendix.

We believe that planning and assessment are best conducted in tandem. Department leaders submit their “Planning Documents” at the beginning of the academic year (usually in late June or early July), with their stated methods of implementation, assessment methods, indicators and measures. Essentially, these are the stated “plans” for the upcoming year on how each department intends to implement their objectives in order to meet the Strategic Goals. At the end of the academic year, departments submit their final “Planning Document” with their relevant assessment findings and how they intend to use those findings in the future. The hope is that by explicitly “closing the loop,” departments will be able to state their intended changes in the subsequent year’s implementation methods column, with similar and/or updated assessment measures and outcomes as needed.

This two-step process assures that we meet the accreditation standards for the Division and for the University’s reporting as part of being stewards of “institutional effectiveness.” Ensuring that we effectively assess our programs, services, and students’ learning, and then implement changes bases on these assessment findings is a critical component for the Division of Student Affairs to continue to its effectiveness.

Below is a draft template of the Planning Document Table.
### Division of Student Affairs: 2013-2014 Strategic Planning and Assessment Report (TEMPLATE)

#### Department/Unit

#### Divisional Goal

- **Goal 1: Provide Quality Programs and Services**
  - Objective: Enhance Student Engagement Opportunities for Student Through Peer Mentoring Programs
  - Implementation Methods: The Seahawk link program will be used to connect upperclass students with first-year students to the University. The Links will be randomly assigned to various UNV 101 classes and serve as peer mentors for the students throughout the year. Links will undergo training and meet regularly. These presentations will be on various topics chosen by the Links and UNV 101 instructor's choosing.
  - Assessment Methods and Key Performance Indicators: Effective Communication (outcomes: 4) Student Learning. 80% of students surveyed demonstrated skills in effective communication.
  - Use of Assessment: Reviews the findings of the assessment(s) will be utilized going forward. What recommendations for change/improvement, if any, were made? Distinguish between actions implemented and recommendations for actions. For recommendations, report next year on whether or not the recommendations have been acted on.

- **Goal 2: Foster UNCW Experience**
  - Objective: Develop students' knowledge, skills and abilities
  - Implementation Methods: A rubric measuring how students effectively communicate in public speaking and ability to practice the same was included. The link will serve as a mentor to the new students. The Links will be randomly assigned to various UNV 101 courses and serve as peer mentors for the students throughout the year. Links will undergo training and meet regularly. These presentations will be on various topics chosen by the Links and UNV 101 instructor's choosing.
  - Assessment Methods and Key Performance Indicators: Effective Communication (outcomes: 4) Student Learning. 80% of students surveyed demonstrated skills in effective communication.
  - Use of Assessment: Reviews the findings of the assessment(s) will be utilized going forward. What recommendations for change/improvement, if any, were made? Distinguish between actions implemented and recommendations for actions. For recommendations, report next year on whether or not the recommendations have been acted on.

- **Goal 3: Develop students' knowledge, skills and abilities**
  - Objective: Develop students' knowledge, skills and abilities
  - Implementation Methods: A rubric measuring how students effectively communicate in public speaking and ability to practice the same was included. The link will serve as a mentor to the new students. The Links will be randomly assigned to various UNV 101 courses and serve as peer mentors for the students throughout the year. Links will undergo training and meet regularly. These presentations will be on various topics chosen by the Links and UNV 101 instructor's choosing.
  - Assessment Methods and Key Performance Indicators: Effective Communication (outcomes: 4) Student Learning. 80% of students surveyed demonstrated skills in effective communication.
  - Use of Assessment: Reviews the findings of the assessment(s) will be utilized going forward. What recommendations for change/improvement, if any, were made? Distinguish between actions implemented and recommendations for actions. For recommendations, report next year on whether or not the recommendations have been acted on.
Appendix C
CORE VALUES
Core values are the underlying components of our work, the most basic principles which hold true when anything in the environment changes. Unshakable and fundamental to our existence, the following beliefs form our shared identity and purpose in the Division of Student Affairs.

Student-Centered
We keep students at the forefront of every program we design, every administrative decision we make, and every educational opportunity we embrace. We balance our support of students by challenging them to make informed choices based on sound rationale. We foster students’ abilities to think critically and solve problems, which will serve them well after they graduate. We create a campus environment which focuses on success at UNCW and beyond.

Pluralism
We promote diversity by cultivating a respectful and inclusive community in which myriad identities, perspectives, ideas and beliefs contribute to academic rigor, self-exploration and an understanding of others. We encourage students to broaden their views, to be open to new experiences and apply their education toward addressing social, political, economic and environmental challenges confronting our communities.

Integrity
We are committed to ethical practices, civility, and accountability in our work. We operate and educate our students in an atmosphere of openness and are committed to the highest professional standards in all endeavors.

Collaboration
We engage students, faculty, staff and community partners with mutual trust, unconditional regard and support. We treat each other with dignity, respect and appreciation. Modeling these behaviors, we help prepare students to approach life and work in a collaborative manner.

Engagement
We emphasize the critical importance of engagement as a means of promoting personal growth and learning in all aspects of students’ lives. We approach engagement as a process rather than a product, with the intention of building community to foster intellectual curiosity, civic responsibility, leadership and respect for others. We use the total campus environment and the broader community to educate our students and help them understand the benefit of experiential learning.
DIVISION OF STUDENT AFFAIRS
2012-2017 STRATEGIC PLAN

Creating Experiences for Life

Vision Statement
The Division of Student Affairs will create experiences for life for our students by being a national leader among higher education institutions through our commitment to holistic student development, responsiveness to students’ changing needs, and ability to embrace innovative programs and practices.

Mission Statement
As an integral partner in the Journey of Learning, we facilitate the academic and personal success of UNCW students and engage them in opportunities, experiences and services designed to promote lifelong learning.

Goals
1) **Provide quality programs and services** that effectively meet the primary mission of each department.

2) **Foster the UNCW Experience** - a welcoming, connected, supportive, safe and celebrative campus culture where involvement is paramount.

3) **Develop students’ knowledge, skills and abilities** to prepare them to serve society and address the challenges of their careers.

4) **Engage students in applied learning** to enhance their personal and intellectual development.

5) **Advocate for the needs** of a diverse student body.

6) **Commit to the development of a just campus community** through education and discourse about leadership, diversity, civic engagement, sustainability and global awareness.

7) **Provide high quality, well-maintained, and accessible facilities** which support student success.

8) **Make decisions that are data-supported, creative, efficient** and enhanced by emerging technologies.

9) **Improve our communication efforts** with all constituents.

UNIVERSITY OF NORTH CAROLINA WILMINGTON
www.uncw.edu/studentaffairs
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