

Student Affairs Division
2010-2011 Goals & Objectives

Presented by
Diane O. Jones, Ed.D.
Vice Chancellor for Student Affairs

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STUDENT AFFAIRS DIVISION

Goals and Objectives for 2010-2011

Mission Statement: The mission of Student Affairs is to serve, shape and support students in the achievement of their academic and personal goals. This is accomplished by providing programs, services, activities and facilities that foster the intellectual, social, cultural, physical and emotional development of students.

Goal I: (Advocacy) To serve within the University community as an advocate for student's rights, issues, and concerns that influence the quality of their college experiences, and to serve as interpreters for students of institutional policies and procedures.

GOAL II: (Welfare) To provide for the health, safety, financial and physical needs and the psychological, and emotional welfare of students through services and programs that contribute to their ability to continue their education.

GOAL III: (Development) To teach, through experiences inside and outside the classroom, skills that empower students with self-knowledge and enhance the quality of their life experiences now and in later roles.

GOAL IV: (Involvement) To involve students in the life of the university community through activities, programs, communication and feedback, and through shared decision- making and consultation.

GOAL V: (Organizational Framework and Staffing) To establish a comprehensive organizational framework from which to administer all of the functions of the Student Affairs Division and to employ qualified personnel.

GOAL VI: (Staff Development) To provide both opportunity and incentive for professional staff development that will enhance office operations.

GOAL VII: (Physical Facilities) To provide adequate physical facilities for students and student service offices.

Goal VIII: (Technology) To upgrade and enhance technical services, resources and equipment.

GOAL IX: (Budget) To provide leadership and administrative support in maintaining budgets for Student Affairs.

GOAL X: (Evaluation) To plan, implement and evaluate on-going student support services.

Office of the Vice Chancellor for Student Affairs Goals and Objectives for 2010-2011

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

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

Strategy 1.1.1: Identify personnel needs of each department with input from directors and state budget allocation guidelines.

Strategy 1.1.2: Develop a short and long-range plan for personnel growth within the departments and as funded through state budget.

Strategy 1.1.3: Identify qualifications for existing and new positions that include basis of formal education and training, relevant work experience, personal skills and competencies, relevant professional credentials, potential for promoting learning, development and success in students, applying effective practices to educational processes and enhancing institutional effectiveness.

Strategy 1.1.4: Hire qualified staff in student support areas that are selected on the basis of formal education and training, relevant work experience, personal skills and competencies, relevant professional credentials, as well as potential for promoting learning and development in students, applying effective practices to educational processes and enhancing institutional effectiveness.

Performance Indicator: Number of new hires, qualifications and credentials of staff and retention of qualified staff, training and experience in student development theory and practice. Formal and informal feedback from students and observations.

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

Objective 1.2: Provide adequate facilities for students and support services.

Strategy 1.2.1: Identify the facility needs of each department and program services.

Strategy 1.2.2: Develop a short and long-range plan for facility growth and upgrades.

Strategy 1.2.3: Work with the Office of Facilities and Planning to access services for proposed renovation and construction projects.

Performance Indicator: Development of a short and long-range capital plan and a capital improvement plan.

Expected Outcome: Realization of new and improved capital projects as outlined in our capital improvement plan.

Objective 1.3: Provide adequate budgets to accomplish the mission statement, goals and objectives of each individual Student Affairs department.

Strategy 1.3.1: Discuss and identify departmental needs with each department.

Strategy 1.3.2: Request individual budgets through UNCP's budgeting process for operational and new staffing needs.

Strategy 1.3.3: Prioritize budget needs of each department.

Strategy 1.3.4: Allocate funds as appropriate.

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

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

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

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

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

Goal 2: Promote student retention efforts in all Student Affairs departments.

Objective 2.1: Develop retention strategies within each department.

Strategy 2.1.1: Provide training and discussions on the “role of Student Affairs professionals” at staff meetings and individually with staff.

Strategy 2.1.2: Provide opportunities for staff development through professional organizations.

Strategy 2.1.3: Review philosophy of Student Affairs professionals.

Strategy 2.1.4: Encourage active interaction, involvement and engagement with students as professional role models and educators.

Performance Indicator: Number of contacts with students, observations of interactions, observed behavior, direct quotations and correspondence from students about their experiences.

Expected Outcome: A more welcoming environment where students will become more engaged and interactive in campus life.

Objective 2.2: Provide more demographic analysis and research on our students for greater understanding of “who is our student body.”

Strategy 2.2.1: Review institutional research data on our students through our staff meetings.

Strategy 2.2.2: Provide a report of our Student Wellness Survey to all Student Affairs staff as well as other demographic student reports.

Strategy 2.2.3: Conduct focus groups and surveys to determine student interest and needs.

Strategy 2.2.4: Plan appropriate programs and services based on research findings.

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

Expected Outcome: A greater understanding of “who is our student” and their interests and needs which will provide implications and direction for programming and student learning opportunities.

Objective 2.3: Engage students in student life activities early in their college career.

Strategy 2.3.1: Provide a wide range of opportunities to engage students in activities and to become connected.

Strategy 2.3.2: Publicize activities and programs widely through a variety of communications systems – brochures, *This Week, Pine Needle*, flyers, marquee sign, academic classes, Facebook, etc.

Performance Indicator: Number of planned activities and programs to engage students and advertisement pieces, feedback from students on activities through discussion and observations of student interaction and engagement.

Expected Outcome: Students will become connected, opportunities for student learning and success will be enhanced and retention will increase.

Time Line: Directors will submit retention strategies at the beginning of each academic year (August) which include plans for early intervention of students.

Assessment Procedure: Surveys and informal communication will be used to determine number and level of participation, satisfaction of activities and needs assessment.

Use of Assessment Data: Feedback from students will help guide further activities and programming to engage students.

Goal 3: Promote “town and gown” relations.

Objective 3.1: Strengthen the Student Affairs role as liaison with the greater community.

Strategy 3.1.1: Schedule and attend at least two university/town committee meetings.

Strategy 3.1.2: Participate in local Chamber of Commerce meetings/functions, attend local Town Council meetings and support community events.

Strategy 3.1.3: Host community events on campus, such as Lumbee Homecoming, Project Graduation, LREMC Annual Meeting, local high school graduations, community concerts, etc.

Strategy 3.1.4: Serve as facility host for meetings, workshops, seminars, entertainment, summer camps, etc., within our stated guidelines and policies.

Performance Indicator: Number of events attended and held on the university campus. Feedback from the community on partnerships.

Expected Outcome: A spirit of cooperation and partnership between the town and university.

Objective 3.2: Partner with community outreach initiatives and activities.

Strategy 3.2.1: Involve community representatives on our local boards as appropriate, such as our GPAC Advisory Board, C-PARC Board, LSOP Board, etc.

Strategy 3.2.2: Host and partner with various agents to provide community services such as health screenings, blood drive, etc., as appropriate.

Strategy 3.2.3: Collaborate with university departments and town officials to strengthen relationship with the Pembroke community and to introduce out students to the town of Pembroke and its residents.

Performance Indicator: Opportunities for interaction and engagement in activities, visits and representation on community boards.

Expected Outcome: Greater partnerships with the community.

Time Line: On-going. Two university/town committee meetings will be held over the 2010-2011 academic year. Local boards will meet throughout the year.

Assessment Procedure: Formal and informal feedback will be requested on the effectiveness and value of meetings and desired direction for committee meetings.

Use of Assessment Data: Feedback will provide future direction, topics/activities for future meetings.

Goal 4: Publish the student handbook, parent newsletters and *This Week*.

Objective 4.1: Update the UNCP Student Handbook for 2011-2012.

Strategy 4.1.1: Contact all UNCP departments to request updated information and policy changes for the next academic year.

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

Expected Outcome: Updates will be received prior to the deadline.

Strategy 4.1.2: Route new/updated policies to the Executive Staff and to the Board of Trustees for approval.

Performance Indicator: New and/or updated policies will be routed to the Executive Staff in March for approval. The policies will be presented to the Board of Trustees in April.

Expected Outcome: New/updated policies will be published in the student handbook for the 2011-2012 academic year.

Strategy 4.1.3: Complete the purchasing bid process to determine the printing company, cost and deadline.

Performance Indicator: Meet the printer's deadline in order to make payment before the end of the fiscal year.

Expected Outcome: New handbooks will be distributed to the incoming freshmen and transfer students. The handbook will also be updated on the web for all returning students.

Objective 4.2: Publish *Campus Connection*, the Student Affairs parent newsletter.

Strategy 4.2.1: Research topics for the parent newsletter and request submissions from various departments on campus.

Performance Indicator: Four editions of the newsletter will be published during the academic year.

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

Objective 4.3: Publish *This Week*, the Student Affairs weekly newsletter.

Strategy 4.3.1: Publish events from the UNCP Master Calendar and invite departments to submit information during the fall and spring semesters.

Performance Indicator: The newsletter will be distributed to the campus community on Mondays and posted on the Student Affairs website.

Expected Outcome: The campus community will be informed of all weekly student related activities and announcements.

Time Line: The handbook requisition will be submitted in January 2011 for the bidding process. Student handbook updates will be received in March 2011 and the final draft will be sent to the printer in April 2011. *The parent newsletters* will be mailed in August, October, January and March. *This Week* will be printed on a weekly basis during the fall and spring semesters.

Assessment Procedure: Solicit feedback focus groups including: students, faculty, staff, Parent Council and Executive Staff. Meet all publishing deadlines.

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

Goal 5: Serve as financial advisor for three student publications.

Objective 5.1: Monitor budgets and printing deadlines for three student publications: *The Aurochs* literary magazine, *The Pine Needle* newspaper and the *Indianhead* yearbook.

Strategy 5.1.1: Communicate with the faculty advisors to complete the student fee request process and submit budget proposals.

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

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

Strategy 5.1.2: Monitor the printing bid selection process, purchasing and student employment contracts.

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

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

Strategy 5.1.3: Determine printing and distribution deadlines for all publications.

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

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

Objective 5.2: Hire qualified students to fill editor positions.

Strategy 5.2.1: Advertise campus wide via the student employment process and interview qualified candidates to fill the student editor positions.

Performance Indicator: Receive resumes on qualified applicants.

Expected Outcome: The Student Publications Board will select editors with strong leadership skills to manage and produce the student publications for 2011-2012.

Strategy 5.2.2: Request annual assessment and goal setting reports.

Performance Indicator: 2010-2011 assessment reports will be received from the out-going student editors and goals and objectives for the 2011-2012 year will be provided by the newly hired student editors.

Expected Outcome: Each publication will document improvements and accomplishments. Planning will be outlined for the upcoming year.

Time Line: Student Publications Board meetings will be scheduled monthly during the academic year. The *Pine Needle* newspaper will be published every two weeks and updates will be posted on the website daily. The *Aurochs* literary magazine and *Indianhead* yearbook will be delivered to campus two weeks prior to graduation. Candidates for the 2011-2012 student editor positions will be

interviewed in April. Student fee requests are due in September and estimated auxiliary budget requests for 2011-12 are due May 1.

Assessment Procedure: Budgets will be reviewed via Banner on a monthly basis. The faculty advisors and student editors will provide assessment of their goals and objectives by determining student learning outcomes and improvements in the publication and/or production process.

Use of Assessment Data: Production and printing issues will be evaluated by the faculty advisors and student editors. The faculty advisors will determine if student fee increases should be requested for the next academic year. Recruiting efforts will provide qualified applicants for the student editor positions.

Goal 6: Provide opportunities for staff development, long-range planning and assessment in Student Affairs.

Objective 6.1: Provide and support educational and team building opportunities.

Strategy 6.1.1: Schedule monthly meetings with the directors.

Performance Indicator: Survey the directors to determine staff development topics of interest. Support participation in professional conferences and university sponsored workshops.

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

Strategy 6.1.2: Promote the Student Affairs Awards Program.

Performance Indicator: Employees will be recognized for outstanding service, innovative programming and accomplishments in the field.

Expected Outcome: Maintain a culture of praise among co-workers.

Objective 6.2: Collaborate and assist with planning new projects and/or initiatives that promote student success and enhance campus safety.

Strategy 6.2.1: Develop our Campus Assessment Response Evaluation (CARE Team) initiative.

Performance Indicator: Complete a review of literature and develop policy for CARE Team membership, reporting, referrals and follow up care. Market how to report students of concern to the campus community.

Expected Outcome: Provide a CARE Team student outreach service to the campus community. Students of concern will be referred to resources to help meet their needs and/or transitional issues.

Strategy 6.2.2: Review the 2010 survey of graduate students.

Performance Indicator: Present the survey results to the directors and determine ways to enhance services and programs for the graduate students.

Expected Outcome: Market services and programs to graduate students in order to enhance their educational experience.

Strategy 6.2.3: Participate and collaborate in all campus safety planning initiatives relating to emergency health and safety and threat assessment.

Performance Indicator: Address and evaluated concerns, determine solutions and conduct follow up. Attend various planning meetings and response trainings and exercises.

Expected Outcome: Develop informed threat assessment response teams regarding students.

Objective 6.3: Provide opportunities for long range planning.

Strategy 6.3.1: Schedule goal setting and/or strategic planning sessions.

Performance Indicator: Departmental goals and objectives will be due in June. Meet with the directors as needed to determine progress made toward the implementation of the division's strategic plan.

Expected Outcome: Planning will continue in order to meet the educational needs of our students.

Strategy 6.3.2: Provide updates and information concerning the University's long range strategic plan.

Performance Indicator: Departmental goals will complement the strategic plan of the university.

Expected Outcome: Complete the initiatives outlined in the 2006-2011 UNCP strategic plan.

Objective 6.4: Require assessment of services, programs and facilities.

Strategy 6.4.1: Renew the StudentVoice contract and promote other means of assessment including focus groups, forums, benchmark surveys, etc.

Performance Indicator: The StudentVoice contract will be renewed on an annual basis. Departments will collect data and suggestions from students.

Expected Outcome: Assessment data will be collected and used to enhance services and programs and to determine student learning outcomes.

Strategy 6.4.2: The UNCP Assessment Committee will review the division's assessment report and make recommendations for improvement.

Performance Indicator: Meetings will be scheduled with the directors to review recommendations made by the committee.

Expected Outcome: The directors will have a better understanding of how to report their assessment data and determine improvements in future planning.

Time Line: Schedule monthly meetings for directors during the academic year. Request assessment reports on the 2010-2011 academic year in May and request goals and objectives for 2011-2012 year in June.

Assessment Procedure: Survey directors to determine staff development topics of interest. Review monthly reports to determine accomplishments toward goals and participation in staff development opportunities. Collect and review survey data in StudentVoice and other assessment tools. Departmental assessment reports will be collected and forwarded to the Chancellor's Office in June regarding quality of programs, student learning outcomes and recommendations for improvements.

Use of Assessment Data: Enhance educational opportunities for the staff. Organize strategic planning and effective assessment practices for the Division

of Student Affairs. Determine effectiveness of Student Affairs services, programs and student learning outcomes.

The Career Center Goals and Objectives for 2010-2011

Mission Statement: The mission of The University of North Carolina at Pembroke Career Center is to provide a comprehensive program of career development services and activities for all students and alumni. The Career Center offers services to assist students in clarifying their career choices, defining their job search strategies and pursuing internship/co-op, employment, and/or graduate school opportunities.

Goal 1: Continue to develop innovative programs and services designed to educate students about the career planning process and to guide them through it.

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

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

Performance Indicator: Surveys developed and administered through StudentVoice and CSO. Integrate swipe card system into intake and attendance procedures.

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

Strategy 1.1.2: Review assessment plan from previous year to determine what worked and what did not and structure 2010 – 2011 plan around this review. Focus on integrating learning objectives and CAS standards into assessment process.

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

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

Strategy 1.1.3: Assess current administration of the annual survey of graduates. Work with Institutional Effectiveness to develop a plan for the future of this survey.

Performance Indicator: Enhanced plan for developing and administering survey.

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

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

Strategy 1.2.1: Implement “Career Talk Tuesdays” for walk-in appointments, Resumania!, and Major Madness.

Performance Indicator: Participation levels and evaluations completed by attendees.

Expected Outcome: Enhanced career-planning skills among UNCP students and easier access to Career Center staff and services.

Strategy 1.2.2: Continue to focus on presenting in classrooms and other group settings. Focus on specific programs such as Athletics, Greek Life, etc.

Performance Indicator: Calendar of Career Center events and faculty/student participation.

Expected Outcome: Students will have greater access and exposure to workshops and services of the Career Center and will develop career planning and job search skills. Career Center staff will “go to the students” instead of waiting for them to come to the Career Center.

Strategy 1.2.3: Continue implementation of Student-Alumni Career Connection and collaboration with Office of Alumni Affairs.

Performance Indicator: Numbers of alumni mentors and student participants.

Expected Outcome: Students will have the benefit of learning from people currently in the “real” world while developing their networks and networking skills.

Strategy 1.2.4: Coordinate and sponsor second-annual Professional and Career Development Institute. Topic will be

professional image and will feature keynote speaker, breakout sessions and Business Etiquette Dinner.

Performance Indicator: Number of participants – students, faculty, alumni, employer representatives. Evaluation of workshops and events.

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

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

Strategy 1.3.1: Evaluate and update handouts and links on Career Center website as needed.

Performance Indicator: Up-to-date information provided throughout the year.

Expected Outcome: Students, alumni and all other groups will have easier access to career-related handouts on topics such as resume writing and interviewing and will be assured of its accuracy and relevance.

Strategy 1.3.2: Develop “Career Talk” one-page newsletter to complement “Career Talk Tuesdays.”

Performance Indicator: Number of issues published.

Expected Outcome: Focus on career-related issues. Increased knowledge among students.

Time Line: On going through 2010-2011 academic year. Some specific programming and event deadlines vary.

Assessment Procedure: Paper and electronic evaluations of individual workshops, electronic evaluative follow-up with Career Center visitors, possible focus groups. Data will be analyzed and shared with Career Center staff and Division of Student Affairs administration/directors as appropriate. Possible uses of data include presentations at professional conferences.

Use of Assessment Data: Data will be evaluated to determine programs that are considered to be most beneficial, informative, useful, etc., to students. Future programming and events will be developed around findings.

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

Objective 2.1: Hire new Assistant Director of Employment Services as addition to the Career Center team.

Strategy 2.1.1: Develop Assistant Director of Employment Services position and advertise according to State of North Carolina policies and procedures.

Performance Indicator: Conduct search and have new Assistant Director in place by July 1, 2011.

Expected Outcome: Addition of new position to Career Center team. Enhanced outreach to employers and increase in employer participation and opportunities for students.

Objective 2.2: Increase number of employers offering job opportunities to UNCP students.

Strategy 2.2.1: Identify employers with potential to hire UNCP students for internships and/or permanent positions in Pembroke and surrounding areas.

Performance Indicator: At least 10 additional on-campus interviewing opportunities and 20 job vacancy postings with Career Center on behalf of employers in Robeson County.

Expected Outcome: Increase in job opportunities for UNCP students.

Strategy 2.2.2: Visit prospective employers to provide them with information about recruiting UNCP students. Encourage them to participate in on-campus recruiting and Career Fairs and to post announcements for internships, part-time and permanent positions with the Career Center.

Performance Indicator: Addition of at least 20 new participants in career fairs and on-campus recruiting.

Expected Outcome: Increase in career fair and on-campus recruiting participation and job opportunities for students.

Strategy 2.2.3: Work with Advancement/Corporate and Foundation Relations to coordinate visits with employers and share information/resources.

Performance Indicator: Joint participation with Advancement.

Expected Outcome: Increase in employer awareness of services and programs available to assist them in recruiting and hiring UNCP students/alumni.

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

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

Performance Indicator: Written marketing plan.

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

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

Performance Indicator: Calendar of training sessions for students.

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

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

Performance Indicator: Calendar of training sessions for supervisors.

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

Objective 2.4: Develop and pilot “Mock It Up!” mock interview program for full implementation in Fall 2011.

Strategy 2.4.1: Reach out to faculty to assist with pilot of program.

Performance Indicator: Number of faculty interested in program.

Expected Outcome: Increase student and alumni interview preparedness.

Strategy 2.4.2: Evaluate resources needed to fully implement program and begin to put resources in place.

Performance Indicator: Progress toward Fall 2011 implementation.

Expected Outcome: Successful Fall 2011 implementation of program.

Time Line: On-going through 2010 – 2011 academic year. Some specific programming and event deadlines vary.

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

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

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

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

Strategy 3.1.1: Create a Career Peer “Street Team” to actively market Career Center services and events.

Performance Indicator: Increase in students participating in Career Center programs and services indicating that Career Peers were influential in participation. Visible Career Center/Career Peer branding across the campus community.

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

Strategy 3.1.2: Create a Career Peer “Tech Team” to actively market Career Center services and events via social media.

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

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

Strategy 3.1.3: Integrate Career Peers into programming efforts of the Career Center by creating a “Consulting Team.”

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

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

Strategy 3.1.4: Integrate Career Peers into programming efforts of The Career Center by appointing group members to host “Career Talk Tuesdays.”

Performance Indicator: Increased student traffic at “Career Talk Tuesday” events. Diverse topics and attendees based on students’ needs and perspectives.

Expected Outcome: Weekly events will strengthen The Career Center’s brand campus-wide. Students will be exposed to The Career Center events, programs and other opportunities.

Strategy 3.1.5: Develop targeted strategy to increase membership in Career Peers focused on developing a group that is diverse in terms of ethnicity, gender, academic classification, academic major, career plans, etc.

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

Expected Outcome: Career Peers will select diverse members who are responsible, motivated and engaged members of the UNCP community.

Objective 3.2: Implement and continue on-going evaluation of overall marketing plan and promotional materials for The Career Center.

Strategy 3.2.1: Use a variety of media to increase knowledge of Career Center programs and services.

Performance Indicator: Increase in student and alumni participation in Career Center programs and services.

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

Strategy 3.2.2: Develop and implement a social media plan for The Career Center.

Performance Indicator: Increased knowledge of Career Center programs and services among students, alumni, faculty and staff.

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

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

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

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

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

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

Strategy 3.4.1: Reach out to faculty and staff in specific programs such as CHAMPS/Life Skills, Health Careers Access Program, Sophomore Connection, Honors College, etc. to schedule specific programming for students in those programs.

Performance Indicator: Number of presentations made to targeted groups and program evaluations.

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

Strategy 3.4.2: Consider re-establishment of Career Council.

Performance Indicator: Involvement of faculty.

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

Strategy 3.4.3: Continue to encourage faculty to invite Career Center staff into classes and student group meetings for career-related workshops and presentations.

Performance Indicator: Increased participation in workshops and presentations among students.

Expected Outcome: More opportunities for students to participate in workshops and presentations to prepare them for lifelong career planning.

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

Performance Indicator: Delivery to faculty mailboxes by September 2010.

Expected Outcome: Increased utilization of Career Center by faculty members for the benefit of students. Increased knowledge regarding the mission and philosophy of The Career Center and the services available to them and their students, particularly in-class presentations and workshops.

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

Strategy 3.5.1: Communicate with key personnel at satellite campuses regarding Career Center events/services (particularly Career Expo and Business Etiquette Dinner) and publicize through these individuals.

Performance Indicator: Increased communication and marketing to satellite campuses.

Expected Outcome: Increased knowledge of Career Center programs/events and increased participation among students at satellite campuses.

Strategy 3.5.2: Develop program of outreach for commuter students.

Performance Indicator: Increased marketing targeting commuter students.

Expected Outcome: Increased knowledge of Career Center programs/events and increased participation among commuter students.

Strategy 3.5.3: Market online PowerPoint workshops to satellite campuses.

Performance Indicator: Increased use of resources by students from these campuses.

Expected Outcome: Increase in career-planning preparedness and Career Center services among students at satellite campuses.

Objective 3.6: Increase alumni involvement and use of Career Center programs and services.

Strategy 3.6.1: Market Student-Alumni Career Connection to alumni.

Performance Indicator: Number of alumni mentors participating in program.

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

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

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

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

Time Line: On-going through 2010 – 2011 academic year. Some specific programming and event deadlines vary.

Assessment Procedure: Number of commuter and resident student and alumni participants, number of faculty and staff involved in programming of The Career Center, evaluation of marketing strategies, electronic and/or surveys regarding participation in and use of services, programs and events. Data will be analyzed and shared with Career Center staff and Division of Student Affairs Administration/Directors as appropriate. Possible uses of data include presentations at professional conferences.

Proposed Use of Assessment Data: Data will be evaluated to determine effectiveness of marketing strategies in increasing The Career Center's visibility and the participation of on-campus and off-campus constituents. Future marketing efforts and programming/events will be developed around findings.

Office for Community and Civic Engagement Goals and Objectives for 2010-2011

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

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

Vision: All UNCP students become actively engaged and responsible citizens.

The CCE office is a department of the Division of Student Affairs and a member of the North Carolina Campus Compact.

Goal 1: Obtain and develop sources of revenue to enhance community engagement initiatives and student civic development opportunities.

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

Strategy 1.1.1: Apply and gain approval to participate in the NC-ACTS! program.

Performance Indicator: Secure 10 AmeriCorps educational awards through the NC-ACTS! program.

Expected Outcome: Enroll 10 students who participate and complete the NC ACTS! program.

Strategy 1.1.2: Coordinate NC-ACTS! participants with community organizations that expose students to civic development opportunities.

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

Expected Outcome: Students will report improved knowledge and awareness of civic responsibility.

Objective 1.2: Coordinate and sponsor Federal Work Study students to engage in community service.

Strategy 1.2.1: The CCE office will collaborate with Financial Aid to effectively use federal work study program (FWSP) funds for students interested in community service program opportunities.

Performance Indicator: The Financial Aid office will designate FWSP funds for eligible work-study students to support community service program opportunities.

Expected Outcome: The FWS program will meet and exceed the goal of 7% student participation in community service.

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

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

Expected Outcome: Twenty (20) FWS students will participate in community service program opportunities.

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

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

Expected Outcome: Up to 20 community organizations will support FWS students' participation in community service programs.

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

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

Expected Outcome: Students will report improved knowledge and awareness of civic responsibility.

Time Line: July 1-30: Procure funding support for 2010-2011 programs and activities. August 1-September 30: Advertisement and recruitment phase to fill all positions. October 1-April 30: Contract and service phase to implement programming, activities and support. April 1-30: Collect data and evaluations to assess funding support and effectiveness of student participation in community service programs.

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

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

Goal 2: Attract and retain students to engage in direct service and volunteer opportunities as a catalyst for developing conscious critical thinking and responsible citizenship.

Objective 2.1: Attract students to participate in direct service and volunteer programming through educational and experiential learning.

Strategy 2.1.1: Develop and implement education programs to inform students of social justice issues and service opportunities through CCE.

Performance Indicator: Student participation in educational programs. Student registration for service opportunities and events.

Expected Outcome: Students will attend educational programs and service/civic engagement conferences. Students will volunteer for community activities and engage in service opportunities.

Strategy 2.1.2: Use advertisements and social media to attract students into volunteer opportunities and direct service.

Performance Indicator: Students and student organizations that register and participate in service events and programs. The number of students who register with CCE on OrgSync.

Expected Outcome: Students and student organizations will volunteer and participate regularly in service opportunities. Student volunteers and organizations will serve as a catalyst to the student body for recruitment and involvement in service programs and events.

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

Strategy 2.2.1: Employ 3 student service leaders (SSL) to assist with CCE programs and service activities. The student service leaders will recruit volunteers, plan, develop and coordinate service opportunities and educational programs to advocate and address hunger, homelessness, environment, social justice, literacy education and life skill development.

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

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

Strategy 2.2.2: Develop volunteer and service events to engage students in direct service such as monthly service events (i.e. reading parties, canned food and clothing drives, blood drives), alternative break trips, national service events and the UNCP Day of Service.

Performance Indicator: Students and student organizations that participate in service events and programs. The number of students who report their service hours with CCE on OrgSync.

Expected Outcome: Students will report an increase in knowledge and understanding of their civic responsibility to engage in social justice issues and impact communities through personal service. Student will report a greater sense of campus community and remain at UNCP

Strategy 2.2.3: Encourage and assist inter-organization collaboration among student organizations to promote a campus culture of service and great civic responsibility.

Performance Indicator: Develop and implement the SERVE committee.

Expected Outcome: Student organizations will participate in shared volunteer and service opportunities. The service representatives join the SERVE committee and promote service opportunities within their student organization.

Time Line: July 1-August 30: Update the CCE website and calendar with service events and programs. Advertise SERVE committee with student organizations. September 1-April 15: Participate in the Student Involvement Fair. Conduct service events and programs. April 1-30: Evaluate the effectiveness of program development and implementation. On-going: Identify and promote new service opportunities for students.

Assessment Procedure: Paper and electronic evaluations on service events, educational programs and service projects. Service logs, OrgSync timesheets and event registration will be used to assess student participation and volunteer activity. Oral and written reflections will be used to assess students' knowledge and understanding of service and civic responsibility.

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

Goal 3: Enhance student educational experiences through the integration of service and curricular, co-curricular and extra-curricular opportunities.

Objective 3.1: Develop and enhance curricular, co-curricular and extra-curricular opportunities to engage students in service and civic engagement.

Strategy 3.1.1: Collaborate with the Service Learning committee to enhance curricular, co-curricular and extra-curricular opportunities to engage students in service and civic engagement that contribute to social, emotional and intellectual student development.

Performance Indicator: Faculty will develop a vision for co-curricular and extra-curricular programs that address academic and student development goals.

Expected Outcome: Faculty will develop co-curricular and extra-curricular opportunities that contribute to social, emotional and intellectual student development. The institution will develop and implement a co-curricular service transcript.

Objective 3.2: Enhance students' knowledge and understanding of demographics and community needs through service internships.

Strategy 3.2.1: Collaborate with non-profit and community agencies to develop opportunities for student service-internships. Explore and coordinate opportunities with non-profit and community agencies for student interns to develop programs, conduct survey and assessments to meet community needs.

Performance Indicator: Students intern with community agencies and organizations.

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

Time Line: July 1-November 30: Meet with the S-L committee and community organizations. October 1-May 1: Develop sustainable partnerships to implement initiatives that engage students in community service opportunities. November 1 - April 15: Engage student volunteers in community service and community assessment opportunities. April 1-30: Evaluate program effectiveness to develop student internship opportunities.

Assessment Procedure: Review minutes from Service Learning committee meetings. Student interns will provide written reports of service work conducted with community organizations.

Proposed Use of Assessment Data: Director will evaluate data to make changes in programs and improve collaborative service opportunities as needed.

Goal 4: Create and sustain a supportive campus community for student veterans that promotes personal growth, communication, collegiality and collaboration.

Objective 4.1: Develop a veteran friendly campus community.

Strategy 4.1.1: Develop and implement a Veteran Education and Transition (VET) Assistance program.

Performance Indicator: Create the VET Assistance program.

Expected Outcome: The Chancellor will recognize and establish the VET Assistance program to serve and assist student veterans.

Strategy 4.1.2: Establish an office on campus to house and support veteran services staff and programs.

Performance Indicator: Dedicated office space to support veteran services staff and programs.

Expected Outcome: Office space will be identified and equipped to support veteran services staff and programs.

Strategy 4.1.3: Develop a budget to support VET Assistance services and programs that aid student veterans in their military to academia transition.

Performance Indicator: Funding support. Itemized budget established.

Expected Outcome: Funding will be identified and a budget will be established to support the VET Assistance program and staff.

Time Line: July 1-September 30: Submit a formal proposal to establish the Veteran Education and Transition Assistance program. January 1-April 30: Meet with Chancellor and Executive Staff to discuss implementation of the VET Assistance program in 2011-12.

Assessment Procedure: Review proposal and progress with the VET Assistance team.

Proposed Use of Assessment Data: Review and feedback will determine timely and efficient implementation of programs and services.

Counseling and Testing Goals and Objectives for 2010-2011

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

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

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

Strategy 1.1.1: Provide individual counseling.

Performance Indicator: Students will be seen on a timely basis for individual counseling without the use of a waiting list.

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

Strategy 1.1.2: Provide psychiatric consultation.

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

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

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

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

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

Objective 1.2 Utilize group counseling programs to efficiently provide emotional and psychological services to appropriately referred students.

Strategy 1.2.1: Develop group counseling referral criteria and procedures document for use by staff counselors.

Performance Indicator: Referral procedures document will be completed by August 1, 2010, and included in office policies and procedures manual.

Expected Outcome: Staff counselors will have a clear understanding of group referral criteria and procedures for referring students to a group.

Strategy 1.2.2: Offer needed counseling groups by counselors trained in specific content areas

Performance Indicator: Group counseling session content and counselor assignment will be determined through student need and counselor expertise.

Expected Outcome: Students will receive effective and high quality group therapy

Objective 1.3: Strengthen the ability to meet students' needs through professional development and knowledge enhancement.

Strategy 1.3.1: Assist each counselor to attend at least one convention, workshop or conference of their choosing.

Performance Indicator: Counseling Center staff will continue professional development.

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

Strategy 1.3.2: Encourage and support staff to pursue specialization areas.

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

Expected Outcome: Staff will have a wide range of knowledge and expertise, be current with trends and issues in the counseling field and update referral sources as needed.

Time Line: June 2010.

Assessment Procedure: Data generated through Titanium software and

Student Voice for quantitative analysis.

Use of Assessment Data: Determine waiting lists, need for additional staff and level of service. Measure learning outcomes.

Goal 2: Provide testing services in support of the University's mission.

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

Strategy 2.1.1: Keep pace with UNCP enrollment growth and community demand by offering increasing opportunities for testing.

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

Expected Outcome: Testing will be made as user friendly and efficient as possible to achieve maximum testing use without long wait times.

Objective 2.2: Continual quality improvement of testing services and facilities to meet the requirements of test producers so that we may offer the ever increasing assortment of computer-based and internet-based tests.

Strategy 2.2.1: Fully fund personnel to conduct testing activities.

Performance Indicator: Funding will be made available to offer testing more hours than the current five hours per week. With greater hours, the center will qualify to offer more national educational and professional tests.

Expected Outcome: Testing services will be available on an expanded basis to include select Saturday test dates.

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

Assessment Procedure: Data about the number and types of tests given will be generated using the center's Titanium scheduling system. The ability of the center to qualify for and administer tests will be used.

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

Goal 3: Increase campus-wide visibility and student awareness of Counseling and Testing Center services through targeted outreach programs and campaigns.

Objective 3.1: Provide campus-wide education, support and advocacy surrounding gay, lesbian, transgendered and questioning (GLBTQ) issues.

Strategy 3.1.1: Offer workshops and programs that address GLBTQ concerns and needs.

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

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

Strategy 3.1.2: The Counseling and Testing Center will develop and distribute population-sensitive marketing materials about counseling services and programs at UNCP.

Performance Indicator: Population-sensitive materials surrounding UNCP counseling services and programs will be available by August 1, 2010.

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

Strategy 3.1.3: The Counseling and Testing Center along with APPLE Corps, will partner with the Office of Multicultural and Minority Affairs and the Sexuality and Gender Alliance (SAGA) organization to offer a student forum regarding GLBTQ issues facing college students.

Performance Indicator: Forum will be organized and implemented by April 2011.

Expected Outcome: Increased collaborations among Student Affairs departments and increased understanding of GLBTQ issues facing college students.

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

Strategy 3.2.1: Make connections with and provide support and resources for university student organization for veterans - UNCP Chapter of Student Veterans of America

Performance Indicator: Offer support and resources to UNCP student organization for veterans regarding mental health through monthly contacts with organizational members.

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

Strategy 3.2.2: Provide support and resources for Veteran Education and Transition Assistance Team as they engage with the UNCP veteran population.

Performance Indicator: Counseling Center staff will provide support, consultation and resources through continued participation on Veteran Education and Transition Assistance Team

Expected Outcome: Veterans connected with Veteran Education and Transition Assistance Team will have better understanding and access to service and resources available to them.

Strategy 3.2.3: Develop and assemble informational packet for returning veterans regarding transitioning to student life from active duty as well as support and resources available at Counseling and Testing Center.

Performance Indicator: Counseling Center staff will develop packet to be distributed to other campus partners that work heavily with returning veterans by October 1, 2010.

Expected Outcome: Campus offices working with veterans will be better prepared with referral sources for mental health and transition issues affecting veterans.

Objective 3.3: Provide psycho-education, support and counseling services to student-athletes.

Strategy 3.3.1: CTC will present on counseling and testing services at student-athlete attended events throughout the year.

Performance Indicator: CTC staff will provide literature on the counseling and testing center and address any questions that the student-athletes may have at these events.

Expected Outcome: Student-athletes will have an increased knowledge of how to access counseling services and programs as well as a reduction in the negative stigma associated with these services.

Strategy 3.3.2: CTC will collaborate with the Student-Athlete Advisory Committee (SAAC) to identify student-athletes concerns and needs.

Performance Indicator: CTC will meet twice a semester with SAAC representatives to assess ongoing needs and concerns.

Expected Outcome: Better understanding of counseling and program needs of student athletes including increased effectiveness for program promotion.

Strategy 3.3.3: Offer workshops and programs that target the student-athletes concerns and needs.

Performance Indicator: CTC will plan and implement at least two programs per semester targeting student-athletes concerns and needs.

Expected Outcome: The student-athlete population will increase their knowledge on how to appropriately address the issues affecting their lives and there will be an increase in attendance to counseling services to include therapy and workshops/programs.

Objective 3.4: Provide education and support through outreach targeting international students.

Strategy 3.4.1: Network with International Programs by designating a staff member to act as a liaison to collaborate on student needs.

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

Expected Outcome: The international students will increase their knowledge and awareness of resources to assist in transition and assimilation.

Strategy 3.4.2: The CTC office will develop informational/referral materials specifically targeting international students

Performance Indicator: The CTC will provide information about counseling services and programs to the residence halls/apartments targeting the international student population by September 2010.

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

Strategy 3.4.3: CTC will attend several international programs and international student events to develop personal connections with staff and students.

Performance Indicator: CTC liaison or other staff member will attend social or educational programs throughout the year.

Expected Outcome: International students will feel more comfortable accessing CTC services

Objective 3.5: Utilize creative multimedia, interpersonal and interdepartmental marketing strategies and campaigns to increase campus-wide awareness of Counseling and Testing Center services.

Strategy 3.5.1: Utilize Counseling Testing Center webpage in creating an interactive connection to college health and wellness issues.

Performance Indicator: CTC will implement interactive screenings, surveys, and videos to increase knowledge of college health and wellness issues.

Expected Outcome: More student traffic will be directed to the counseling and testing webpage.

Strategy 3.5.2: A print media campaign (posters, ads, etc) will be developed and distributed across campus.

Performance Indicator: Campaign will be created and ready for distribution by 2010.

Expected Outcome: Students attitudes toward utilization of counseling services will improve.

Strategy 3.5.3: Social networking outlets will be utilized to connect with students.

Performance Indicator: Social network outlets like Facebook and Foursquare will be updated daily and used interactively.

Expected Outcome: Student interest in and attendance at CTC services and programs will increase.

Strategy 3.5.4: Network and collaborate with individual and departmental resources to coordinate informational sessions about the CTC

Performance Indicator: All staff will participate in classroom and campus programs to provide information about the CTC.

Expected Outcome: Awareness and visibility about CTC services and how to access them will increase.

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

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

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

Goal 4: Increase wellness education campus wide.

Objective 4.1: Evaluate on-going programs and promote wellness.

Strategy 4.1.1: Collect and analyze data from student wellness Survey.

Performance Indicator: Data is collected and analyzed throughout the semester.

Expected Outcome: Campus will be informed of issues and trends in the freshmen class

Strategy 4.1.2: Offer various screenings for depression, anxiety, eating disorders, etc.

Performance Indicator: Screening days will generate referrals to address mental health issues.

Expected Outcome: Wellness will increase campus wide.

Strategy 4.1.3: Continue to co-sponsor the wellness programs with Student Health Services.

Performance Indicator: Collaborative efforts yield higher attendance.

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

Objective 4.2: Educate the campus community through increasing awareness of sexual assault while working to reduce instances of sexually violent behavior.

Strategy 4.2.1: Establish a well trained fully functioning Interpersonal Violence/Sexual Assault Response Team (IV/SART) compiled of a cross section of campus and community members.

Performance Indicator: Every member of IV/SART will attend sensitivity training, helping to reduce re-victimization and allowing members to assist survivors with crisis intervention and refer to appropriate resources.

Expected Outcome: IV/SART members will have a foundation of training and a basic skill set to assist survivors of violence and sexual assault.

Strategy 4.2.2: Assess student perceptions to determine appropriate education and intervention for sexual violence.

Performance Indicator: Administer the Illinois Rape Myth Acceptance Scale to students to determine perceptions about sexual assault and violence.

Expected Outcome: IV/SART will have a better understanding of student's perceptions about violence and sexual assault.

Strategy 4.2.3: Provide sexual assault and violence prevention education and programming through outreach on campus.

Performance Indicator: Student's awareness of the myths of sexual assault and violence and resources will increase.

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

Time Line: June 2010

Assessment Procedure: Titanium software, evaluation surveys.

Use of Assessment Data: Determine need for program continuation and participation. Quality of service. Measure learning outcomes.

Goal 5: Increase student welfare by increasing awareness of negative consequences of alcohol and other drugs.

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

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

Performance Indicator: Campus wide participation on task force.

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

Strategy 5.1.2: Update, publish and distribute official campus drug policy.

Performance Indicator: Policy will be current and useable.

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

Strategy 5.1.3: Present drug and alcohol education program to all FRS100 students

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

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

Objective 5.2: Provide drug assessment, education and counseling to students who violate the drug policy.

Strategy 5.2.1: Provide consultation and referrals for drug treatment.

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

Expected Outcome: Awareness of negative consequences of drug use increases

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

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

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

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

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

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

Time Line: June 2010

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

Use of Assessment Data: Measure learning outcomes and program effectiveness.

Givens Performing Arts Center Goals and Objectives for 2010-2011

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

Goal 1: Increase non-state revenues for 2010-2011 in order to enhance programming and support facility upgrades.

Objective 1.1: Increase ticketing revenue by 10% the 2010-2011 season.

Strategy 1.1.1: Work with the office of Alumni Affairs to create an outreach plan for UNCP Alumni that will involve special ticketing incentives and offers.

Performance Indicator: Number of tickets sold to UNCP Alumni as recorded in the Provenue ticketing system.

Expected Outcome: Increase in alumni participation at GPAC events and increased ticket sales.

Strategy 1.1.2: Focus additional marketing efforts on surrounding regions affected by the BRAC military movement, primarily Fort Bragg, Cumberland and Hoke Counties.

Performance Indicator: Number of new customers from the focus areas.

Expected Outcome: Increased number of first time tickets buyers from the targeted regions.

Strategy 1.1.3: Expand group sales, affinity clubs and professional nights to include additional groups and additional special promotions. Also expand level of participation with Human Resource directors as group leaders in the markets that we serve.

Performance Indicator: Number of tickets sold through affinity, group and professional programs for 2010-2011.

Expected Outcome: Growth in both the number of group sales clients served in 2010-2011 and the amount of ticketing revenue generated from group and affinity clients.

Strategy 1.1.4: Coordinate with Tickets.com and UCIS to implement an on-line ticketing option for GPAC in 2010-2011.

Performance Indicator: Ability to sell tickets on-line for upcoming GPAC events.

Expected Outcome: Increase in ticket sales due to ease and convenience of purchasing on-line.

Objective 1.2: Increase auxiliary income such as sponsorship, ad sales and Friends of the Center donations by 20% for 2010-2011.

Strategy 1.2.1: With the assistance of Advancement and UCIS, develop a database program to record complete sponsor, donor and advertiser information. Program will include demographics, personal and professional profiles, past support history, etc.

Performance Indicator: Development of such a program and ease of use upon development.

Expected Outcome: Increased efficiency in customer development and enhanced service to our sponsor, donor and advertising clients.

Strategy 1.2.2: Work with regional Chamber of Commerce directors to identify business and company leaders within their communities who may be potential sponsors.

Performance Indicator: New chamber members who become sponsors for 2010-2011.

Expected Outcome: Increased sponsors from the community for GPAC programming and, due to the investment these sponsors make in their communities, additional advertising and promotional opportunities.

Strategy 1.2.3: Develop an assessment plan for analyzing sponsor participation. Work closely with sponsors to gain feedback on each program they support. Survey customers in order to gather their thoughts on the various programs supported by our sponsors. Offer detailed follow-up reports containing this data as well as ticket sale information to each sponsors following their event.

Performance Indicator: Completion of sponsorship assessment plan and monthly reports shared with sponsors as appropriate.

Expected Outcome: More targeted sponsorship participation and the ability to produce impact reports for sponsors.

Strategy 1.2.4: Work with various departments to research UNCP vendors, alumni and faculty and staff who have a vested interest in UNCP and are potential sponsors.

Performance Indicator: Number of new sponsorship agreements entered into in 2010-2011 between GPAC and sponsors with UNCP affiliations.

Expected Outcome: Increased number of sponsors and increased sponsorship revenue for 2010-2011.

Objective 1.3: Expand and refocus annual fundraising efforts in order to net a minimum of \$20,000 from the GPAC golf tournament and annual spring fundraiser.

Strategy 1.3.1: Offer combined event sponsorship packages in order to increase participation level for both events.

Performance Indicator: Number of dual sponsorship packages sold for golf tournament and spring fundraiser.

Expected Outcome: A minimum of five dual sponsorship packages sold for the 2010-2011 fundraisers.

Strategy 1.3.2: Develop a title sponsorship level for the 2010 GPAC Golf Tournament.

Performance Indicator: The securing of a title sponsor for the 2010 Golf Tournament.

Expected Outcome: Up to \$2,500 in additional revenue from title sponsor.

Strategy 1.3.3: Investigate and consider a fresh, new format for the spring fundraiser. For five years, a silent auction has been hosted which is extremely labor intensive for a staff the size of GPAC's. This event also falls within 30 days of the library fundraiser and silent auction making it increasingly difficult to secure new donors. Other fundraiser options will be reviewed such as a casino night, bachelor/bachelorette auction, travel auction, etc.

Performance Indicator: Information gained from research into various types of fundraisers.

Expected Outcome: Development of a new and exciting spring fundraiser that will attract an expanded number of guests and potentially more sponsors.

Objective 1.4: Explore new revenue sources and, when feasible, implement programs to acquire such revenue.

Strategy 1:4:1: Develop a “Name-A-Seat” campaign that will allow customers to purchase a seat in their name or in honor of a loved one.

Performance Indicator: Formal development of this campaign and the number of seats sold in 2010-2011.

Expected Outcome: Additional income for 2010-2011.

Strategy 1.4.2: Explore and, if feasible, develop naming opportunities for various areas of the facility such as the green room, dressing rooms, scene shop, etc.

Performance Indicator: If feasible, the coordination and development of naming campaign.

Expected Outcome: If developed, additional income for GPAC.

Strategy 1.4.3: Develop sales plan for marquee signage, ticket backs and community service messages to be displayed on TV screens in GPAC lobby.

Performance Indicator: Coordination and implementation of sales plan.

Expected Outcome: New revenue streams for GPAC to support facility improvements and programming.

Time Line: On-going through the 2010 – 2011 season.

Assessment Procedure: The review and comparison of GPAC revenues for 2010-2011 to prior years and similar comparisons based on the number of clients, customers, sponsors, donors, etc. participating in events at GPAC during 2010-2011.

Proposed Use of Assessment Data: Data will be evaluated and results will assist in determining which promotional strategies, programs and special events

are most effective. Assessment data will also assist in determining which programs need to be revised and which might possibly need to be deleted from our efforts.

Goal 2: Increase operational efficiency at GPAC.

Objective 2.1: Continue to enhance and upgrade the appearance of the Givens Performing Arts Center as well as Identify and record deficiencies found throughout the facility and its equipment based on advances in technology and hardware.

Strategy 2.1.1: Post relevant signs with instructions for storage and/ or usage in appropriate backstage and miscellaneous storage areas.

Performance Indicator: Clearly marked signage on storage/usage areas.

Expected Outcome: A more efficient work space and improved supply and equipment maintenance.

Strategy 2.1.2: Conduct monthly inspections of the facility and compile punch lists to be addressed either through: a) internal maintenance handled by GPAC staff, b) work orders through Facilities Operations or c) external contracting through GPAC funding or campus R & R monies.

Performance Indicator: Timeliness of repairs and upgrades, overall facility maintenance.

Expected Outcome: Reduction in the number and frequency of emergency repairs and purchases based on proactive planning and proper maintenance.

Strategy 2.1.3: Identify issues related to ADA requirements, listing needs to enable the building to be brought up to current codes. Assistance in identifying code violations or issues may be required.

Performance Indicator: Problems with equipment and the building as a whole will be identified. Deficiencies in ADA requirements will be listed.

Expected Outcome: A more user friendly, accessible facility.

Objective 2.2: Use the new event booking software (EMS) to improve coordination between event scheduling and event operations.

Strategy 2.2.1: Enter information for all current GPAC rental clients, all available GPAC equipment, all labor rates and estimated labor cost per 4-hour usage into EMS.

Performance Indicator: Complete rental inventory (both hard and soft cost) entered into EMS and accuracy of event cost estimates upon completion.

Expected Outcome: Better informed clients, more accurate inventory records and more concise contracting and invoicing procedures.

Strategy 2.2.2: Develop and enter a baseline of set-up, load-in, load-out and facility maintenance times needed per type of event into EMS.

Performance Indicator: Detailed scheduling of facility usage and advance knowledge of necessary non-event time needed by show type.

Expected Outcome: More concise scheduling, less down time due to turn-arounds and a less stressed operations/technical staff.

Strategy 2.2.3: More effective contact between front of house staff and backstage staff as it relates to scheduling, client needs and event management.

Performance Indicator: Enhanced communication between front and back of house via EMS and its reports

Expected Outcome: A reduction in the impact that scheduling conflicts have on the availability of the space, personnel and equipment.

Time Line: Ongoing throughout the 2010 – 2011 academic year.

Assessment Procedure: Creation of post-event operational reports, formal and informal surveys of GPAC staff and EMS reports. Also labor and equipment usage comparisons to prior years and pre-event P & L's.

Proposed Use of Assessment Data: Data and knowledge gained will be used to improve operations at GPAC.

Goal 3: Increase student involvement at GPAC.

Objective 3.1: Develop a job description for Student Support Specialist/Administrative Assistant to be hired in 2011-2012.

Strategy 3.1.1: Hire a student intern for fall 2010 that will serve as a student coordinator and will assist in the creation of this job description.

Performance Indicator: Data and information gathered from this intern that may be used in the creation of this job description.

Expected Outcome: Development of a job description with a strong tendency toward student needs and growth as it relates to GPAC and its programming.

Strategy 3.1.2: Survey students regarding their thoughts, concerns and goals for various experiences at GPAC.

Performance Indicator: Information gathered from surveys and informal research regarding students' thoughts on GPAC.

Expected Outcome: Gathering of data that may be used to develop justification for a student fee request to support this position and to be used in the creation of a job description based on an accurate assessment of student needs.

Strategy 3.1.3: Coordinate and present a request to the student fee committee for partial funding of this position.

Performance Indicator: Presentation as brought forward to the Student Fee Committee in 2010.

Expected Outcome: Approval of partial funding for this permanent SPA position to be added at GPAC in 2011-2012.

Objective 3.2: Develop and implement a detailed student assessment plan.

Strategy 3.2.1: Work with Student Voice to assist in the development of an assessment plan and to identify targeted objectives for implementing such a plan.

Performance Indicator: Completion and implementation of assessment plan.

Expected Outcome: A tool that will allow us to better understand information gathered through student assessment.

Strategy 3.2.2: Purchase 2-3 PDAs from Student Voice to assist in gathering data not only from students but from general customers, sponsors, donors, etc.

Performance Indicator: Improved quantity and quality of survey data collected.

Expected Outcome: Increased amount of survey data collected due to ease of collection and ability to use that data to better serve students.

Objective 3.3: Continue to develop show related promotions and event based learning opportunities to encourage student participation and engagement at GPAC.

Strategy 3.3.1: Work with Student Affairs team members and the Office of Student Involvement and Leadership to promote events and distribute materials to UNCP students.

Performance Indicator: Number of student attending events at GPAC during 2010-2011.

Expected Outcome: Increase in student attendance for GPAC events and increased opportunities for students to become engaged with the events.

Strategy 3.3.2: Increase show-themed activities for students during activity period and before each show to heighten interest and knowledge about shows.

Performance Indicator: Number of students participating in pre-show events.

Expected Outcome: Increased attendance at GPAC events and increased opportunities for students to participate in events and activities.

Strategy 3.3.3: Work with UNCP faculty to integrate GPAC events into the UNCP fall and spring curriculum, thereby allowing another dimension to the event knowledge and theatre experience.

Performance Indicator: Pre and post event surveys of the faculty to determine interest and value perceived as a result of such integration.

Expected Outcome: Measurable interaction and input between UNCP faculty and students attending performance at GPAC.

Strategy 3.3.4: Coordinate with theatre companies and tours to offer, whenever possible, pre or post event Q & A sessions, workshops or panel discussions with students.

Performance Indicator: Number of students participating in these sessions and responses recorded.

Expected Outcome: Increased student interest in social issues that may be addressed in the various production, increased knowledge of various topics, expanded career opportunities based on knowledge gained.

Strategy 3.3.5: Coordinate with UNCP theatre students and interns to produce special marketing production skits or parades that mirror some aspect of the show. With events such as Tango Buenos Aires, theatre students could put their class skills to work coordinating a lunch-time tango for UNCP students.

Performance Indicator: Increase in the number of students attending GPAC performances, increased awareness and participation in student life.

Expected Outcome: Heightened visibility of GPAC events on campus.

Time Line: While plans will begin in July 2010, student based programs and promotions will not begin until the majority of students return in August.

Assessment Procedure: A variety of methods will be used to include, but not limited to student surveys, formal and informal focus groups, attendance numbers and recorded level of interest shown by students in various projects and activities.

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

Office of Greek Life Goals and Objectives for 2010-2011

Mission Statement: The UNCP Office of Greek Life is committed to creating a values-based leadership experience for a lifetime by enhancing student development through active participation in Greek organizations. The Office of Greek Life supports and promotes academic excellence, student involvement in co-curricular activities, career development, social responsibility, alma mater allegiance, social justice, civic engagement and cultural awareness.

Goal 1: Create and promote an environment of inclusion, integrity and education among Greek life organizations and community.

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

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

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

Strategy 1.1.3: Host the North American Interfraternity Conference educational program, IMPACT, during Spring 2011. This premier program is designed to create unity and increase knowledge within a fraternity/sorority community and can accommodate up to 60 students.

Strategy 1.1.4: Provide scholarships and enable students to apply for national scholarships to attend the North American Interfraternity Conference educational institute, The Undergraduate Interfraternity Institute, during Summer 2011.

Strategy 1.1.5: Continue to provide All Greek Council meetings for all stakeholders during the fall and spring semesters.

Strategy 1.1.6: Collaborate with Student Involvement and Leadership and the Center for Community and Civic Engagement to provide LeaderShape program.

Strategy 1.1.7: Re-format advisor training and roundtables to include additional educational programming regarding Office of

Greek Life operations, policies and procedures, as well as student development theory and millennial students.

Performance Indicator: Stakeholders will begin to engage in meaningful dialogue about values-congruence on a regular basis. This will also be reflected in the actions of stakeholders.

Expected Outcome: Students will be more engaged in the daily actions of fraternity and sorority lifetime membership through values-based education and programming. Each fraternal organization will gain an understanding of expectations and guidelines.

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

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

Strategy 1.2.2: Provide advising through one-on-one meetings with each advisor.

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

Strategy 1.2.4: Establish a 360-degree assessment through the use of tools designed for fraternity/sorority life stakeholders. StudentVoice will also be used to assess perceptions and reasons students do not join fraternal organizations.

Strategy 1.2.5: Re-establish learning outcomes influenced by fraternity/sorority life stakeholders as a means for establishing a strategic plan for the Office of Greek Life.

Performance Indicator: Continued development and implementation of fraternity/sorority life assessment tools will be used to create a strategic plan for the future of fraternity/sorority life as well as support of the fraternal values movement.

Expected Outcome: Stakeholders will invest in the process of cultural change for fraternities and sororities.

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

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

Strategy 1.3.2: Develop programs to be presented at professional conferences in which the exchange of best practice information is encouraged, i.e. Association of Fraternity Advisors, NASPA, SACSA, etc.

Strategy 1.3.3: Facilitate various fraternity/sorority educational programs and leadership programs at a number of universities and headquarters in order to establish relationships for facilitation needs at UNCP.

Strategy 1.3.4: Utilize training provided by the UNCP Human Resources Office as well as other developmental opportunities provided in-house at UNCP.

Performance Indicator: Participation in professional associations through volunteering, conference presentations and facilitation of leadership development opportunities.

Expected Outcome: Increased knowledge of current trends and issues within the field of fraternity/sorority life and the application of best practices within the UNCP Greek life program.

Time Line: On-going.

Assessment Procedure: Implementation of the Greek Life Experience Survey.

Use of Assessment Data: Findings from the Greek Life Experience Survey and other assessment tools will be utilized as a means for developing intentional learning outcomes and programming initiatives for the 2011-2012 year.

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

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

Strategy 2.1.1: Continue to build a relationship with the offices of admissions and orientation in order to educate potential and incoming students as well as parents about fraternity/sorority life opportunities at UNCP.

Strategy 2.1.2: Develop new and creative ways to market Greek Life to the campus community through utilization of Facebook, Twitter, Delicious, the Greek life website, and other sources.

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

Strategy 2.1.4: Create partnerships with the private housing complexes for the purpose of supporting headquarters staff visits with provided housing accommodations.

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

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

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

Objective 2.2: Update and/or create Office of Greek Life policies and procedures.

Strategy 2.2.1: Update policy for academic accountability to reflect the requirements for maintaining an active chapter at UNCP.

Strategy 2.2.2: Create an Office of Greek Life handbook for students to reference operations for an active chapter.

Strategy 2.2.3: Further implement a comprehensive training for faculty/staff advisors and chapter advisors so they are prepared to adequately advise UNCP chapters.

Strategy 2.2.4: Create activities log for each organization as a reference for individual information and consistency.

Performance Indicator: Staff and advisors will be well equipped to handle situations pertaining to fraternity/sorority life due to adequate policies and procedures.

Expected Outcome: Chapter members will be more easily held accountable for their actions due to adequate policies and procedures.

Objective 2.3: Increase chapter membership and number of organizations.

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

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

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

Strategy 2.3.4: Collect potential member information at new student orientation and open house events to share with recruitment and intake chairs.

Performance Indicator: Increase in chapter membership as well as the addition of at least two organizations.

Foreseen Problems: Economy restricting financial allowances to join Greek organizations; Greek lettered organizations graduating out of members; academic eligibility.

Expected Outcome: More students will choose to affiliate with fraternities and sororities due to the addition of more options and increase of awareness.

Objective 2.4: Create and hire an Assistant Director of Greek Life professional position and Greek Life Graduate Assistant.

Strategy 2.4.1: Obtain office space, secure funding, advertise and hire for the position in compliance with university policies and guidelines.

Strategy 2.4.2: Provide Assistant Director and/or Graduate Assistant with professional development opportunities that will contribute to his/her development as well as the development of the Greek Life program at UNCP.

Performance Indicator: Increased support for Greek organizations at UNCP and the further development of fraternal values at UNCP.

Expected Outcome: Increased student participation in Greek organizations at UNCP.

Housing & Residence Life Goals and Objectives for 2010-2011

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

Goal 1: Provide adequate facilities for the health, safety, and physical needs of students that contribute to their ability to continue their education.

Objective 1.1: Complete construction of a new 476 bed residence hall.

Strategy 1.1.1: Attend and participate in construction meetings to review and monitor progress.

Performance Indicator: By spring 2011, the project should be 80% complete.

Expected Outcome: Complete new residence hall by July 2011

Objective 1.2: Identify renovation and special projects for existing student housing facilities.

Strategy 1.2.1: Work with the Office of Facilities Operations and Planning and Construction to identify renovation and construction projects.

Performance Indicator: Identify projects before the end of fall semester

Expected Outcome: Complete renovation projects.

Objective 1.3: Determine number of residential facilities and beds allotted for future male and female residential students

Strategy 1.3.1: Review statistics of occupancy numbers from previous years and projected enrollment numbers from the Office of Admissions

Performance Indicator: By the end of the fall semester, determine which facilities and beds will be designated for male and female residents

Expected Outcome: Develop a plan to be used for 2011-2012 room assignments and placement of staff

Time Line: During fall 2010, submit Special Project Form for renovation projects. In collaboration with Office of Planning and Construction, complete new hall by July 2011. By the end of fall semester, determine number of facilities and beds needed for future male and female residential students.

Assessment Procedure: 80% of hall should be completed by March. By March 2011, purchase furniture for new residence hall. From survey results, determine areas for projects and improvements. Meet with focus group of students to determine facilities and bed space needed for residential students.

Proposed Use of Assessment Data: Review plans and make changes to the renovation schedule, continue with plans to open a new facility, and determine gender allotment of bed space.

Goal 2: Provide qualified personnel and staff development opportunities for Residence Life staff.

Objective 2.1: Establish new Resident Administrator position for newly constructed residence hall.

Strategy 2.1.1: Obtain state approval for the position, advertise and review applicants.

Performance Indicator: Interview, select and train a Resident Administrator

Expected Outcome: The new position will begin employment prior to the opening of the new hall

Objective 2.2: Provide professional development opportunities for Resident Administrators, Resident Directors and Resident Advisors.

Strategy 2:2:1: Conduct focus group with Resident Administrators to determine top four programs needed to enhance their professional development.

Strategy 2:2:2: Conduct focus group with Resident Directors and Resident Advisors to determine the type and scope of their training and development needs.

Strategy 2:2:3: Conduct research for training, development and leadership opportunities for student staff.

Strategy 2:2:4: Host one-day drive-in workshop with Resident Advisors and Resident Directors staff from other colleges within a two hour radius.

Performance Indicator: Increase opportunities for training and development and improve job performance as indicated by survey, evaluation data and focus group information. At the conclusion of programs, survey staff to determine opinions of participants.

Expected Outcome: 80% of surveyed Resident Administrators, Resident Advisors and Resident Directors will indicate that they believe opportunities for training and development were adequate.

Time Line: Obtain state approval by end of fall semester and interview during spring semester. Survey the Resident Administrator staff prior to the beginning of the academic year. Implementation will take place beginning in the fall 2010 and will be on-going through the 2011 spring semester.

Assessment Procedure: Selection committee will determine the qualified candidates through an interview process. Surveys and staff evaluations will be conducted following each training and workshop using a combination of paper and electronic surveys and evaluation instruments in addition to focus groups.

Proposed Use of Assessment Data: Hire qualified staff. To improve the overall quality and efficiency of the staff and make changes as necessary. Data will be used to evaluate staff perceptions of the availability of training opportunities and the effectiveness of conducted trainings and workshops.

Goal 3: Enhance and revitalize the Living and Learning programming structure.

Objective 3.1: Plan and implement larger scale programs which will attract a larger segment of the residential population.

Strategy 3.1.1: Utilize the entire professional live-in staff in the planning, development and implementation of Living and Learning programs which will include a program director who will assign key responsibilities for each program to members of the teams along with their respective Resident Advisors and Resident Directors.

Strategy 3.1.2: Establish structured collaboration guidelines with other university departments, clubs, organizations and residential

communities to include scheduled meetings to discuss duties and responsibilities associated with the shared programming, documentation and signatures outlining duties and responsibilities and follow-up meetings to discuss completed programs.

Strategy 3.1.3: Identify a slate of “enhanced” programming opportunities for the residential student specifically designed to promote personal and social development.

Strategy 3.1.4: Establish an incentive program to encourage resident participation in “enhanced” Living and Learning programming.

Strategy 3.1.5: Collect data through an interest survey administered among residential students during the fall semester to determine the type and scope of programs in which they are interested during the spring/fall 2011 programming year.

Performance Indicator: Participation levels as indicated by sign-in sheets utilized during each program and feedback received from programming surveys.

Expected Outcome: Program attendance will increase 10% over the 2009-2010 academic year and 80% of survey data will indicate that participation in “enhanced” programs offerings provided participants with opportunities for personal and social development. The survey data will indicate that 60% of program participants felt program incentives were significant enough to encourage their participation in programs.

Objective 3.2: Expand programming marketing and advertising tools.

Strategy 3.2.1: Invest in large-scale poster maker and large outdoor poster holders to assist with program promotion and advertising.

Strategy 3.2.2: Purchase monthly advertising space in the *Pine Needle* to further promote program offerings.

Performance Indicator: Participation levels as indicated by sign-in sheets utilized during each program and feedback received from programming surveys.

Expected Outcome: Increased student participation in programming resulting from use of enhanced program and marketing tools.

Time Line: Implementation will take place beginning in fall 2010 and will be on-going through the spring semester 2011.

Assessment Procedure: Surveys will be conducted during each program using electronic survey devices and questions specifically related to marketing and advertising.

Proposed Use of Assessment Data: Data will be used to determine effectiveness of programming planning as well as marketing and advertising for each program which affect attendance and participation.

Goal 4: Develop survey to measure department's services, programs and staff.

Objective 4.1: Measure residential students overall perceptions and satisfaction with the staff and services.

Strategy 4.1.1: Compile a list of survey questions to effectively measure perceptions and satisfaction of residential students with the staff and services provided.

Performance Indicator: Random survey of students to determine satisfaction of services.

Expected Outcome: Survey results will indicate 85% of residential students are satisfied with staff and services provided.

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

Assessment Procedure: Survey residential students.

Proposed Use of Assessment Data: Use results in future planning and implement necessary changes to improve efficiency of the services.

Office of Intramurals and Campus Recreation Goals and Objectives for 2010-2011

Mission Statement: The Intramurals Program believes that leisure physical activity and enjoyment are vital to a person's total well-being. Based upon this belief, the intramural program provides a broad and diversified program of recreational sport activities for the University's students, faculty, and staff.

Goal 1: Provide co-curricular programs and services for the university community in intramural sports, sport clubs, outdoor activities, fitness/wellness and summer recreation.

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

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

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

Strategy 1.1.4: Increase the number of women that participate in intramural events by 10%.

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

Objective 1.2: Provide well maintained indoor and outdoor facilities.

Strategy 1.2.1: Facilitate continual dialog with facility management and Chancellor's Office to purchase land and make upgrades to intramural field.

Strategy 1.2.2: Purchase outdoor portable storage facility to house gaming and maintenance equipment.

Strategy 1.2.3: Provide detailed scheduling needs for physical plant to keep clean groomed facilities.

Performance Indicator: Increased positive reviews in end of year surveys.

Expected Outcome: A higher percentage of the student population will participate in intramural programs.

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

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

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

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

Objective 2.1: Provide multiple levels of employment for students.

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

Strategy 2.1.2: Provide at least one Senior Student Assistant position (senior or grad level required).

Strategy 2.1.3: Provide at least one Head Official/Student Event Coordinator position (P.E. or Rec. major required).

Strategy 2.1.4: Provide at least four Work Study Student Assistant positions.

Strategy 2.1.5: Provide at least two Rec. Student Intern positions.

Objective 2.2: Provide outside learning opportunities for Intramural/Campus Recreation staff.

Strategy 2.2.1: Provide at least two off campus seminar or training possibilities for staff.

Strategy 2.2.2: During weekly meetings provide require staff to provide one new idea for campus use.

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

Performance Indicator: Increase in knowledge base of all staff members and positive work reviews.

Expected Outcome: More applicants for all job positions and higher job placement rate at graduation

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

Assessment Procedure: Focus student group surveys and staff assessment.

Use of Assessment Data: Information will determine if improvements can be made in areas of organization, staffing and general experience of events.

Goal 3: Provide greater supervision and safety for all participants

Objective 3.1: Create ten-month Assistant Director position.

Strategy 3.1.1: Acquire preliminary approval from Vice Chancellor of Student Affairs

Strategy 3.1.2: Provide proposal and statistics of increase efficiency to Student Fee Committee to provide additional fees for funding of position

Strategy 3.1.3: Post position through human resources and complete hiring process.

Objective 3.2: Provide students the safest environment possible.

Strategy 3.2.1: Train all staff member for emergency situations.

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

Strategy 3.2.3: Keep as many events on University property as possible.

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

Performance Indicator: Increase in participation numbers and fewer incident reports.

Expected Outcome: Students will enjoy the program and respond positively during semester and yearly reviews.

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

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

Use of Assessment Data: Information will determine need for further steps in supervision of events as well as need for inter campus cooperation on subject.

Multicultural & Minority Affairs Goals and Objectives for 2010-2011

Mission Statement: The Office of Multicultural and Minority Affairs strives to provide programs and services that support the academic mission of the University by enhancing the educational, personal, cultural and social development of all students, particularly our students of color. As an agent of change, the Office of Multicultural and Minority Affairs seeks to value cultural diversity in order to promote an empowered society.

Goal 1: Provide ongoing educational and cultural programs and services that will assist students in achieving their educational goals and to encourage student involvement in the academic and social systems of college life and society.

Objective 1.1: Develop or co-sponsor programs and/or services that will assist in the academic and personal success of this student population.

Strategy 1.1.1: Collaborate with other campus offices/departments, UNC system and community entities to meet this goal.

Performance Indicator: Number of programs, evaluation outcomes and students attending.

Expected Outcome: Enhance and develop programs and services that accomplish this goal.

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

Strategy 2.1.1: Have monthly cultural theme presentations and/or movies.

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

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

Expected Outcome: A sound foundation established for programs that educate the campus on cultural diversity.

Strategy 2.1.2: Have cultural dialogue forums/sessions for the university community but focus on the students' developmental process.

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

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

Time Line: July 1-30, 2010-Submit budget request to appropriate funding support for 2010-2011 programs and activities. August 1-September 30, 2010: Advertisement & recruitment phase to meet all G&Os. October 1, 2010 –April 30, 2011: Contract and service phase to implement programming, activities and support.

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

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

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

Objective 2.1: Develop a Diversity Educator's Program.

Strategy 2.1.1: Recruit all students and university employees for the program.

Strategy 2.1.2: Conduct an education session outlining the program's purpose and mission.

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

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

Expected Outcome: A valuable resource for the University to utilize will be created.

Time Line: July 1-30, 2010-Submit budget request to appropriate funding support for 2010-2011 programs and activities. August 1-November 30, 2010: Advertisement & recruitment phase to meet all G&Os. January 1, 2011: Introduce program to the University community.

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

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

Goal 3: Establish an Associate Director for Multicultural and Minority Affairs position.

Objective 3.1: Develop/create programs or services that will enhance the mission of the Multicultural Center and the Office of Multicultural and Minority Affairs.

Strategy 3.1.1: Allow the Associate Director to serve in the capacity of cultural programming for the center which will allow them to educate the University on cultural diversity.

Performance Indicator: Number of programs/services that are developed and executed.

Expected Outcome: Enhance the overall mission and goals for the office by providing the targeted student populations with appropriate resources conducive to graduation, retention and cultural awareness.

Time Line: July 1-30, 2010-Submit budget request to appropriate funding support for 2010-2011 programs and activities. August 1-December 1, 2010 Advertisement and recruitment phase to meet all goals. January 1- April 30, 2011: Interview and hire.

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

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

Office of Student Conduct Goals and Objectives for 2010-2011

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

Goal 1: Administer the student conduct process.

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

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

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

Strategy 1.1.3: Assign educational sanctions related to the infraction to assist with student learning (i.e. counseling, workshops, service).

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

Expected Outcome: Cases will move through the conduct process quickly and with appropriate care. Students will understand that there are consequences for inappropriate behavior and will gain knowledge regarding making better decisions. Few students will repeat violations. Students will indicate, through surveys, that the process was educational and that conduct officials showed concern for students' success.

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

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

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

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

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

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

Strategy 1.3.2: Provide information on all appeals for the Campus Appeal Board and the Chancellor.

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

Strategy 1.3.4: Send certified letters and parent notifications.

Strategy 1.3.5: Populate the UNC Suspension and Expulsion database.

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

Performance Indicator: Daily record keeping is required and a report is generated weekly. A final report will be completed at the end of each semester. Survey students involved in the conduct process. Evaluate percentage increases in violations.

Expected Outcome: Accurate judicial information will be available. Sanction deadlines and suspensions will be monitored. Appeals will be processed in a timely manner. Student surveys will allow us to evaluate fairness, educational orientation and our judicial process.

Objective 1.4: Assist with the evaluation of student criminal records, safety issues and student grievances.

Strategy 1.4.1: Serve as a member of the Admissions Safety Review Committee.

Performance Indicator: Review undergraduate, graduate and readmit applications that list criminal/arrest histories. Conduct background checks. Evaluate findings and determine action by committee.

Expected Outcome: Admission will be denied to applicants that pose a danger to self or others or falsify their applications. The committee may choose to accept some applicants on a conditional basis.

Strategy 1.4.2: Schedule a meeting with Campus Police to review policy changes and determine safety and emergency concerns.

Performance Indicator: Survey students, staff and Campus Police to determine unsafe areas and activities. For example, the need for additional lighting, panic buttons, cameras, crisis intervention, etc.

Expected Outcome: Make policy changes and upgrades to provide a safer environment for our students, faculty and staff.

Strategy 1.4.3: Serve as the contact person for student grievances.

Performance Indicator: Follow policy and provide students guidance about the appropriate process for redress for complaints. Survey students who file grievances.

Expected Outcome: Provide a consistent process for resolving grievances in a fair and just manner.

Time Line: Provide educational opportunities throughout the academic year. Meet with students or organizations in a timely manner after receiving incident reports. Maintain judicial records on a daily basis. Schedule training sessions for the judicial and grievance panels at the beginning of the fall semester. Admissions Safety Review Committee meetings will be scheduled on a weekly basis if needed. Judicial files will be purged in June.

Assessment Procedure: Survey students after they complete the judicial hearing and/or grievance process. Review background checks on new or readmit applicants. Review surveys on the alcohol, drug and anger management

referrals. Obtain feedback from students and judicial boards on all workshops and training sessions.

Use of Assessment Data: Evaluate learning outcomes. Report increases in judicial violations and implement suggestions from surveys and focus groups. Enhance safety efforts on campus.

Goal 2: Provide proactive outreach to the campus community.

Objective 2.1: Provide educational opportunities for the campus community.

Strategy 2.1.1: Develop and present programs to faculty and staff.

Strategy 2.1.2: Develop and present programs to students and student groups.

Performance Indicator: Participants will have the opportunity to evaluate the presentation and/or surveys will be provided to solicit information for improvement and to determine if the learning outcomes were met.

Expected Outcome: Participants will gain or increase their understanding of the student conduct process, their rights and responsibilities as members of the UNCP community and the Code of Conduct.

Objective 2.2: Develop community service opportunities for sanctioned students.

Strategy 2.2.1: Work with the Director of the Community and Civic Engagement and his staff to identify resources and contacts for community service opportunities on and around campus.

Performance Indicator: Students will be asked to provide feedback regarding their experience(s) with service activities.

Expected Outcome: More community service opportunities will be available for students who go through the student conduct process and service will be (when possible) connected to the violation or the student's academic pursuit.

Time Line: Fall semester 2011.

Assessment Procedure: Survey students after presentations regarding the judicial hearing process.

Use of Assessment Data: Evaluate learning outcomes. Enhance safety efforts on campus.

Goal 3: Use new technologies in the student conduct process.

Objective 3.1: Fully integrate the new Database “Maxient – Conduct Manager” into the university setting.

Strategy 3.1.1: Work with Campus Police and provide training to begin using the new database for reporting of all incidents.

Performance Indicator: The Police Department will adopt the new database and use this as their reporting source for all conduct issues.

Expected Outcome: Reports will be received more efficiently and faster. The process will be simpler, less paper will be used and cases of misconduct will be processed faster.

Time Line: Summer and fall semester 2010.

Assessment Procedure: Obtain feedback from the officers who will use the database on a day-to-day basis.

Use of Assessment Data: Determine if this system improved the work flow for Student Conduct. Determine whether ease of use was increased.

Objective 3.2: Interest other offices and constituents (e.g. Housing and Residence Life, local property managers) in using the new database for purposes of reporting incidents on and off campus.

Strategy 3.2.1: Work with Housing and Residence Life and the property managers and provide training to begin using the new database for reporting of all incidents.

Performance Indicator: The Housing and Residence Life Office will begin to use the database for the 2011-2012 academic year and the apartment managers will adopt the new database and use this as their reporting source for all conduct issues.

Expected Outcome: Reports will be received more efficiently and faster. The process will be simpler, less paper will be used, and cases of misconduct will be processed faster.

Time Line: Spring 2011.

Assessment Procedure: Obtain feedback from the individuals who will use the database on a day-to-day basis.

Use of Assessment Data: Determine whether this system improve the work flow for Student Conduct. Determine whether ease of use was increased.

Goal 4: Continue to meet “best practices” related to policies and procedures.

Objective 4.1: Continue to edit and update the various policies and procedures for the Office of Student Conduct and the Admissions Safety Review Committee.

Strategy 4.1.1: Research other institution’s information on line, in hard copy and through personal contact with other administrators. In conjunction with individuals at UNCP, determine appropriate adjustments to the current policies.

Performance Indicator: The necessary information will be collected for review and comparison and will be presented to various stakeholders at UNCP. Any information found lacking in the current policies and procedures will be corrected, added or deleted as deemed necessary, based on best practices.

Expected Outcome: The policies and procedures will be updated and aligned with nationally held best practices.

Time Line: June 2011.

Assessment Procedure: Approvals will be determined by appropriate persons and or bodies (i.e.: Board of Trustees).

Use of Assessment Data: Based on recommendations and approvals from the appropriate persons/bodies, changes will be made to the current policies and procedures and these will be published in the appropriate documents.

Student Health Services Goals and Objectives for 2010-2011

Mission Statement: Student Health Services is committed to providing quality, cost effective health care and health education services that will assist students in maintaining an optimal state of health.

Goal 1: Continue to provide high quality and cost effective health services to students with a strong emphasis on prevention including, but not limited to, immunizations, health screenings and health education.

Objective 1.1: To ensure all students enrolled in the university meet all N.C. immunization requirements.

Strategy 1.1.1: Update sections on N.C. immunization requirements in the student handbook, catalog, Student Health Services brochure and Student Health Services website to include new immunization guidelines.

Performance Indicator: Immunization sections will be reviewed annually.

Expected Outcome: Immunization requirements will be updated as needed.

Strategy 1.1.2: Provide health forms and information to students at New Student Orientation regarding the N.C. immunization requirements.

Performance Indicator: Number of health forms received.

Expected Outcome: Health forms will be received before July 1 deadline.

Strategy 1.1.3: Provide immunizations to students at a low cost and during New Student Orientation sessions.

Performance Indicator: Number of immunizations given.

Expected Outcome: Immunization compliance will increase.

Strategy 1.1.4: Send letters to non-compliant students before the 30-day deadline.

Performance Indicator: Number of students non compliant at the

30 day deadline.

Expected Outcome: All students will comply with the N.C. immunization law.

Strategy 1.1.5: Input and search immunizations in the North Carolina Immunization Registry (NCIR).

Performance Indicator: All immunizations administered will be documented into the NCIR.

Expected Outcome: All students will comply with the N.C. immunization law.

Objective 1.2: Strengthen and enhance current health educational programs/services that encourage/assist students in developing healthy behaviors and contribute to their ability to continue their education.

Strategy 1.2.1: Conduct specific health and wellness related programs in residence halls, freshman seminar classes, University Center and at Student Health Services relevant to risk factors.

Performance Indicator: Attendance at wellness events.

Expected Outcome: Wellness will increase.

Strategy 1.2.2: Recruit, retain and strengthen Peer Educators to participate in the Peer Educator Program (Apple Corps).

Performance Indicator: Number of Peer Educators recruited.

Expected Outcome: A strong Peer Educator group.

Strategy 1.2.3: Involve Peer Educators in developing and facilitating new health education programs.

Performance Indicator: Number of programs developed by the Peer Educators.

Expected Outcome: Programs will be developed and facilitated by Peer Educators.

Strategy 1.2.4: Offer various health screenings, HIV screenings, STD screenings and blood pressure screenings.

Performance Indicator: Attendance at screenings.

Expected Outcome: Wellness will increase.

Strategy 1.2.5: Partner with the community for outreach programs.

Performance Indicator: Number of programs scheduled by Student Health Services and community agencies.

Expected Outcome: Programs will be offered by community agencies.

Strategy 1.2.6: Continue strong partnership with Robeson County Health Department, to offer family planning clinic twice a week to female students who have completed the family planning class.

Performance Indicator: Number of appointments for family planning.

Expected Outcome: Increase healthier lifestyle choices.

Strategy 1.2.7: Improve programming incentives to attract more student participation.

Performance Indicator: Number of participants.

Expected Outcome: Increase in participation.

Strategy 1.2.8: Annual Pembroke Day health fair.

Performance Indicator: Number of agencies invited.

Expected Outcome: More agencies will attend health fair.

Strategy 1.2.9: Health education brochures/bulletin boards in waiting area and at health programs.

Performance Indicator: Number of brochures ordered.

Expected Outcome: More educational brochures will be available to students.

Strategy 1.2.10: World AIDS Week programming and events related to HIV/STDs for project "Commit to Prevent" grant.

Performance Indicator: Number of student participation.

Expected Outcome: Students will become knowledgeable regarding health issues.

Objective 1.3: Market programs and services to students more effectively.

Strategy 1.3.1: Display activities on the student activities marquee.

Performance Indicator: Information will be provided for the marquee.

Expected Outcome: All major programs will be on the marquee.

Strategy 1.3.2: Post flyers, posters and tabletops throughout campus.

Performance Indicator: Number of posters developed.

Expected Outcome: Programs will be advertised and participation will increase.

Strategy 1.3.3: Send emails to students through the student listserv.

Performance Indicator: Students will received emails regarding programs.

Expected Outcome: Increase in participation.

Strategy 1.3.4: Involve student groups and student organizations in various programs.

Performance Indicator: Number of organization involved.

Expected Outcome: Student organizations will be involved in at least three programs.

Strategy 1.3.5: Maintain updated web site.

Performance Indicator: Website is updated monthly.

Expected Outcome: Increase in participation.

Strategy 1.3.6: Advertise in the *Pine Needle* and in *This Week*.

Performance Indicator: Number of students who participate.

Expected Outcome: Participation will increase.

Objective 1.4: Evaluation of programs and services.

Strategy 1.4.1: Continue developing program evaluation surveys through Student Voice.

Performance Indicator: The number of surveys developed.

Expected Outcome: Each program will have an evaluation survey.

Strategy 1.4.2: Revise and continue distributing satisfaction surveys to students after services have been rendered and after programs.

Performance Indicator: Number of surveys completed.

Expected Outcome: More students will complete surveys.

Strategy 1.4.3: Use Student Voice analysis to assess quality of programming and services.

Performance Indicator: Number of surveys administered and students' response.

Expected Outcome: Services will be evaluated and adjusted to meet the needs of the students.

Objective 1.5: Increase provider hours from 28 hours per week to 32 hours per week.

Strategy 1.5.1: Meet with current provider to see if there is interest in increasing hours.

Performance Indicator: Meet with current provider.

Expected Outcome: Provider will agree to increase hours.

Strategy 1.5.2: Meet with physician practices at SRMC.

Performance Indicator: Schedule meeting.

Expected Outcome: Meeting will take place between UNCP and SRMC.

Strategy 1.5.3: Revise the current contract.

Performance Indicator: Review contract.

Expected Outcome: Contract will be revised to include increase in provider hours.

Time Line: Services and programming will be reviewed annually.

Proposed Assessment Procedure: Director will compile data on services and programs and include numbers in the annual report. The number of students and staff requesting health services and programming will be reviewed annually. The number of students requesting health screening will also be reviewed. Provider hours will increase.

Use of Assessment Data: Director will evaluate data to make changes and to increase health services as needed.

Goal 2: Inform students and parents with information regarding enhancements in the 2010-2011 UNC system-wide insurance plan.

Objective 2.1: Provide information to students regarding requirement changes and new enhancements to the 2010-2011 insurance plan.

Strategy 2.1.1: Emails to all students (undergraduates and graduates).

Performance Indicator: Develop email of insurance changes.

Expected Outcome: Official email will be sent from Vice Chancellor of Student Affairs.

Strategy 2.1.2: Develop flyers, posters and tabletops to distribute campus wide.

Performance Indicator: Information will be distributed over campus.

Expected Outcome: Student will receive information regarding changes in the insurance.

Strategy 2.1.3: Present the information at New Student Orientations.

Performance Indicator: Number of New Student Orientations.

Expected Outcome: Students and parents will receive information regarding new insurance plan.

Strategy 2.1.4: Discuss enhancements during freshman seminar classes.

Performance Indicator: Number of freshman seminar classes.

Expected Outcome: Student will become knowledgeable of insurance changes.

Strategy 2.1.5: Provide insurance brochures via the web and hard copies to students when necessary.

Performance Indicator: Number of brochures distributed.

Expected Outcome: Student will receive insurance information.

Strategy 2.1.6: Encourage students to use the student insurance web based services.

Performance Indicator: Number of students using the web based services.

Expected Outcome: Students will be able to access their insurance information via the web.

Objective 2.2: Provide information to students and parents on the process of waiving the school insurance.

Strategy 2.2.1: Provide handouts during New Student Orientation to every student and parent.

Performance Indicator: Number of handouts printed.

Expected Outcome: Students and parents will waive the insurance before deadline.

Strategy 2.2.2: Post step by step waiver instructions on the SHS website.

Performance Indicator: Students will be able to waive the insurance easier.

Expected Outcome: Students will waive insurance before deadline.

Strategy 2.2.3: Send official emails from the Vice Chancellor of Student Affairs Office reminding students of the waiver process and deadlines.

Performance Indicator: Number of waivers.

Expected Outcome: Complaints will decrease from students about not being informed of the waiver deadline.

Objective 2.3: Provide training to UNCP Student Health Services staff regarding the new insurance plan.

Strategy 2.3.1: Provide in service to staff on new enhancements and web base services.

Performance Indicator: Staff will become knowledgeable regarding the new insurance enhancements.

Expected Outcome: Staff will be able to answer questions about the changes in the new insurance plan.

Time Line: Insurance policy will be reviewed annually.

Assessment Procedure: Director will meet with North Carolina Association of Insurance Agents and UNC GA to review policy and make changes as needed. The premium cost and number of students who participate in the school health insurance plan will be reviewed.

Use of Assessment Data: Director will evaluate the insurance policy to ensure UNCP students have adequate insurance coverage and students are informed of changes in insurance coverage.

Goal 3: Enhance efficiency of the Mediat software (the medical software) to help with immunization compliance, scheduling appointments, data collection and reporting.

Objective 3.1: Enhance efficiency of office procedures by using Mediat software (medical program) to track immunization compliance which incorporates the state immunization guidelines.

Strategy 3.1.1: Continue to incorporate current immunization requirements in Mediat to meet the state immunization guidelines.

Performance Indicator: Mediat software will be updated as needed.

Expected Outcome: Mediat will contain the required immunizations.

Strategy 3.1.2: Continue to enter immunization data received from health forms into Mediat and NCIR (North Carolina Immunization Registry).

Performance Indicator: The nursing staff will input information into Mediat and NCIR.

Expected Outcome: Immunization compliance reports will be accurate.

Strategy 3.1.3: Upload demographic information weekly from Banner into Mediat.

Performance Indicator: Demographic information will be uploaded weekly.

Expected Outcome: Demographic information in Mediat will be accurate.

Strategy 3.1.4: Export immunization compliance information from Mediat into Banner with the help of DoIT each semester or as needed.

Performance Indicator: Reports will be exported as needed.

Expected Outcome: Immunization compliance reports will be accurate.

Strategy 3.1.5: Generate reports from Mediat of students who are non-compliant with the state immunization guidelines.

Performance Indicator: Track immunization compliance.

Expected Outcome: Immunization compliance reports will be accurate.

Objective 3.2: Continue using Mediat (medical software program) for appointment scheduling.

Strategy 3.2.1: Provider appointments will be scheduled using

the Medicat program.

Performance Indicator: Appointments scheduled in Medicat.

Expected Outcome: All provider appointments will be scheduled in Medicat.

Strategy 3.2.2: Staff will call to remind students of appointments.

Performance Indicator: Students will receive reminder calls.

Expected Outcome: Decrease in no shows.

Objective 3.3: Use Medicat for data collection and reporting.

Strategy 3.3.1: Continue using the patient encounter form.

Performance Indicator: The number of encounter forms printed.

Expected Outcome: Encounter forms will be used on all appointments.

Strategy 3.3.2: Make changes to the patient encounter forms as needed.

Performance Indicator: Number of changes needed.

Expected Outcome: Encounter forms will be updated as needed.

Strategy 3.3.3: Continue entering data (diagnosis, labs, services) from encounter form into Medicat.

Performance Indicator: The staff will input information into Medicat that will help track diagnosis, lab services, etc.

Expected Outcome: This information will be used for report collection and data analysis.

Strategy 3.3.4: Run monthly reports from the Medicat report module for monthly and annual reports.

Performance Indicator: Reports will be generated as needed.

Expected Outcome: Medicat software will help with tracking appointments and enhance reporting capabilities.

Time Line: End of each semester.

Proposed Assessment Procedure: Director and Student Health Services staff will continue using the Mediat software and be able to run reports.

Use of Assessment Data: Appointments and immunization data will be entered into the medical software. Medical reports will be generated for annual reporting.

Goal 4: Provide quality continuing education opportunities to the staff that will strengthen their ability to meet students' needs.

Objective 4.1: Encourage staff to build upon their nursing skills for effectively delivering quality health care and skills-based health education.

Strategy 4.1.1: Assist staff to attend at least one convention, workshop or conference.

Performance Indicator: Nursing staff will continue professional development.

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

Strategy 4.1.2: Budget for staff professional opportunities.

Performance Indicator: Monies will be available for training.

Expected Outcome: Staff will attend training as available.

Strategy 4.1.3: Encourage continuing education and allow staff to attend in-service trainings.

Performance Indicator: Each staff will be able to serve students' needs.

Expected Outcome: Staff will have a wide range of knowledge with trends and issues related to college health.

Strategy 4.1.4: Encourage effective individual communication and team building concepts.

Performance Indicator: Professional staff will attend appropriate conferences, in-service training and renew their nursing

certifications.

Expected Outcome: Staff will gain all needed continuing education credits to keep licenses and new developments in college health.

Time Line: Training will be provided as needed. Staff will participate in development opportunities as desired. Evaluations will be conducted annually.

Assessment Procedure: Discussions with staff regarding training opportunities. Evaluate number of training sessions each staff nurse attends.

Proposed Use of Assessment Data: Director will encourage professional staff development and evaluate training programs.

Office of Student Involvement and Leadership Goals and Objectives for 2010-2011

Mission Statement: The Office of Student Involvement and Leadership will provide meaningful co- and extra-curricular developmental and educational opportunities for students in a highly personalized and student-centered educational environment in order to challenge students to embrace difference, adapt to change, think critically, communicate effectively and become responsible citizens as outlined by the University's mission.

Guided by the University's Core Values, the Office of Student Involvement and Leadership is committed to enhancing the overall educational experience of students by:

- Providing students, at a variety of abilities and engagement levels, with appropriately designed opportunities to develop their leadership capacity and campus engagement in support of becoming life-long learners;
- Involving students in the planning and implementation of co- and extra-curricular activities;
- Encouraging the intellectual, social, physical, spiritual, emotional, financial, and career development of students; and,
- Supporting positive educational outcomes including the ability to create, function in and maintain a socially just, culturally engaged, civically involved, sustainable and technologically advanced community.

Goal 1: Expand the leadership capacity of students.

Objective 1.1: Develop and provide students with leadership training, education and developmental opportunities.

Strategy 1.1.1: Establish a living learning community around the concepts found in the book Exploring Leadership.

Performance Indicator: Students are identified and participate in the living learning community.

Expected Outcome: The living learning community expands the students' leadership capacity and increases student success.

Strategy 1.1.2: Identify a mix of targets and methods to achieve the office's leadership related learning outcomes.

Performance Indicator: A variety of programs focused on the office's leadership learning outcomes are offered that are inclusive of the diversity present on UNCP's campus.

Expected Outcome: Programs expand the students' leadership capacity.

Strategy 1.1.3: Host LeaderShape.

Performance Indicator: Students are identified and participate in LeaderShape.

Expected Outcome: Students will expand their leadership capacity and understand what it means to create a just, caring, thriving community as per LeaderShape.

Strategy 1.1.3: Host LeaderShape's Catalyst program for LeaderShape graduates.

Performance Indicator: LeaderShape graduates attend Catalyst.

Expected Outcome: LeaderShape graduates will reconnect and re-focus around their LeaderShape experience in support of expanding their leadership capacity.

Objective 1.2: Develop and provide ACE and SGA with regular leadership training, education and developmental opportunities to expand their leadership capacity in support of their programmatic autonomy and obligations as a complement to the Office and mission.

Strategy 1.2.1: Set aside regular meeting time for leadership training, education and development

Performance Indicator: Consistent leadership training, education and development occur.

Expected Outcome: ACE and SGA are effectively supported in their work and students develop purposeful leadership capacity.

Strategy 1.2.2: Educate ACE and SGA of their programmatic obligations as an extension of the Student Life office and mission.

Performance Indicator: ACE and SGA develop purposeful programming.

Expected Outcome: ACE and SGA students become 'owners' of their programming and governance and increase their understanding of their responsibility with regard to programming and governance.

Strategy 1.2.3: Support SGA's and ACE's continued programmatic autonomy with advisory support from office staff.

Performance Indicator: ACE and SGA develop their own event calendar and plans, implements and evaluates their own programs with the support and guidance of the office.

Expected Outcome: ACE and SGA students become 'owners' of their programming and increase their understanding of their responsibility with regard to programming.

Strategy 1.2.4: Educate ACE and SGA on effective communication processes and structures within the university community.

Performance Indicator: ACE and SGA communicate openly and effectively with students, faculty, staff, office and administration.

Expected Outcome: ACE and SGA keep their constituents well informed in advance of issues and programs.

Objective 1.3: Increase student involvement in the development, planning and implementation of co- and extra-curricular programs.

Strategy 1.3.1: Involve students in the development, planning and implementation of office programs.

Performance Indicator: Students participate with staff in program development, planning and implementation.

Expected Outcome: Students share the student voice with the office about our programs, learning outcomes and processes and advocate on our behalf with their peers.

Strategy 1.3.2: Co-sponsor programs with other offices that involve students in the development, planning and implementation of the program.

Performance Indicator: Number of collaboratively developed, planned and implemented programs.

Expected Outcome: Office will develop collaborative partnerships. Students will learn program development, planning and implementation skills.

Strategy 1.3.3: Support and fund other student organizations self-developed, planned and implemented programs.

Performance Indicator: Number of organizations requesting student life programming and financial support.

Expected Outcome: Students become 'owners' of their programming and increase understanding of their responsibility with regard to programming as well as develop program development, planning and implementation skills.

Time Line: Ground work will be established in the summer with processes beginning in the fall semester and continuing throughout the year.

Assessment Procedure: Qualitative and quantitative assessments will be used including surveys and focus group meetings.

Use of Assessment Data: The data will be included in the annual report and reviewed to determine effectiveness of resources.

Goal 2: Develop programs driven by learning outcomes that are supported by a consistent process of assessment and evaluation.

Objective 2.1: Identify a student's needs and learning outcomes baseline.

Strategy 2.1.1: Offer self-assessment tools (SQ, SRLS, sLPI, DiSC, MBTI, etc) to identify needs, strengths and deficiencies.

Performance Indicator: Student needs and learning strengths and deficiencies are identified as related to the office's learning outcomes.

Expected Outcome: Programs will be informed by student's perceived needs and learning strengths and deficiencies.

Objective 2.2: Program planning will begin and purposefully build from, and tie back to, mission and purpose statements with corresponding learning and program outcomes and assessment strategies.

Strategy 2.2.1: Fully develop and operationalize learning outcome grid that connects office mission, programs, CAS standards and learning outcomes.

Performance Indicator: All programs have outcomes and assessment and evaluative components.

Expected Outcome: Increased awareness of and consistency between learning outcomes, mission, purpose statements and assessment results.

Objective 2.3: Have all staff participate in StudentVoice and other assessment training.

Strategy 2.2.2: Begin all program development and planning by establishing learning outcomes and/or program outcomes.

Performance Indicator: Staff attends training sessions.

Expected Outcome: Staff applies information in course of daily work.

Strategy 2.2.3: Use a variety of assessment methods to determine status of learning outcomes and program outcomes attainment.

Performance Indicator: All programs have assessment data from which to inform future decisions.

Expected Outcome: Future program planning is data driven.

Time Line: Ground work will be established in the summer with processes beginning in the fall semester and continuing throughout the year.

Assessment Procedure: Qualitative and quantitative assessments will be used including surveys and focus group meetings.

Use of Assessment Data: The data will be included in the annual report and reviewed to determine effectiveness and how and if assessment and evaluation procedures should continue or change.

University Center and Programs Goals and Objectives for 2010-2011

Mission Statement: The mission of the James B. Chavis University Center is to encourage and support the educational, social and cultural enrichment of students by creating an environment of opportunity for student, faculty, staff and community interaction.

Goal 1: Create and maintain student-oriented facilities, programs and services and provide accessible, safe and sufficient facilities, space and equipment.

Objective 1.1: Promote programs and services.

Strategy 1.1.1: Upgrade Venus 1500 software, TUN display and mtvU televisions, submit commercials to TUN and mtvU weekly and program marquee and TUN for automatic updates.

Performance Indicator: Requests to post announcements and commercials.

Expected Outcome: Minimize communication gaps; reach audiences that may not come into the facility; increased program participation.

Strategy 1.1.2: Evaluate the utilization of the student activity period.

Performance Indicator: Activities scheduled during the activity period.

Expected Outcome: Commuter student participation will increase; activities scheduled during the activity period will increase.

Strategy 1.1.3: Utilize EMS to communicate facility schedules to the digital communication system.

Performance Indicator: Announcements of events scheduled in the facility; marketing plan.

Expected Outcome: Increased awareness of programs/events that are scheduled in the facility; better marketing plan.

Strategy 1.1.4: Use student interest inventory results to determine student interest in the Miss UNCP scholarship pageant.

Performance Indicator: Additional interest/participation in the pageant.

Expected Outcome: Higher level of communication will lead to increased awareness of the program.

Objective 1.2: Assess space utilization and expansion needs and improve facility configurations.

Strategy 1.2.1: Data collection through Event Management Systems (EMS) software.

Performance Indicator: Review reports available through EMS.

Expected Outcome: Will be able to determine space utilization and provide more accurate reporting and documentation. Create room drawings for reservable spaces.

Strategy 1.2.2: Installation of traffic counters for the facility.

Performance Indicator: Install Walker Wireless people counters.

Expected Outcome: Accurate counts for facility usage for reporting purposes.

Strategy 1.2.3: Enhance and improve University Center lounge.

Performance Indicator: Evaluation and redesign of existing spaces.

Expected Outcome: Facility configurations will be improved. Space utilization will be enhanced.

Strategy 1.2.4: Formalize the advisory council.

Performance Indicator: Establishment of an active advisory council.

Expected Outcome: Advisory council will meet on a regular basis and goals and objectives will be identified.

Objective 1.3: Develop a comprehensive plan for equipment replacement and facility enhancement.

Strategy 1.3.1: Collaborate with Media Center on audio-visual needs.

Performance Indicator: Satisfaction of facility users with technical services; update audio-visual equipment as needed.

Expected Outcome: Department will meet the needs of facility users by providing state-of-the art audio-visual equipment; based on survey responses will be able to gauge the satisfaction of facility users with services provided.

Strategy 1.3.2: Work with Facilities Planning to plan projects and evaluate existing furnishings/equipment.

Performance Indicator: Completion of projects and updated furnishings and equipment.

Expected Outcome: Department will meet the needs of facility users by providing state-of-the art facilities and access to equipment.

Objective 1.4: Offer services through the Information Station that address the needs of commuter students.

Strategy 1.4.1: Promote commuter use of wake-up call/reminder service.

Performance Indicator: Number of students who register for the wake-up call/reminder service, the number of calls scheduled and the evaluations of the service.

Expected Outcome: Participation will increase from the 2009-2010 academic year; the service will be offered if the demand for the service continues.

Strategy 1.4.2: Advertise services through digital communication system.

Performance Indicator: Performance of the digital communication system.

Expected Outcome: The digital communication system will provide the campus community with up-to-date information.

Time Line: Beginning of 2010-2011 academic year/ongoing.

Assessment Procedure: Number of programs offered and number of participants. Number of patrons using facilities. Improvements to facility

configurations. Director will compile and include numbers in the annual report. Formation of advisory council. Meet with Facilities Planning to evaluate completion of items. Review inventory of equipment and furnishings to determine replacement needs.

Use of Assessment Data: Improve the overall quality of the facility and make changes as necessary. Policy assessment and customer satisfaction reviews. Goals/objectives of advisory council will be established. Pending items will be time-lined and inventories replaced.

Goal 2: Provide a centralized facility scheduling system through the campus-wide implementation of the Event Management System.

Objective 2.1: Streamline facility usage guidelines and procedures.

Strategy 2.1.1: Implementation of EMS software.

Performance Indicator: Creation of a single process template for each type of facility user that defines the rules web users must adhere to when requesting space. Updated and consistent policies and establishment of a campus-wide facility use policy.

Expected Outcome: Foster the campus culture that everyone follows the same scheduling rules. Accurate counts for facility usage. Efficient and effective room reservation procedures with fewer scheduling conflicts. Consistent policies and policy enforcement.

Strategy 2.1.2: Provide training sessions for the campus community.

Performance Indicator: UC and Programs staff will train facility users on the EMS scheduling software. Number of facility managers using computerized scheduling.

Expected Outcome: Facility users will be able to independently find and reserve available meeting space freeing up staff. Reduced time required to schedule/manage events, enabling staff to focus on customer service. Facility reservation confirmations for users.

Objective 2.2: Provide instant, online access to a centralized calendar of events.

Strategy 2.2.1: Upgrade the campus master calendar to EMS calendar.

Performance Indicator: The events scheduled in EMS will automatically be uploaded to the master calendar. All events will be scheduled using EMS.

Expected Outcome: Campus will have a centralized calendar that includes all events/activities/programs scheduled on campus.

Time Line: 2010-2011 academic year/ongoing.

Assessment Procedure: Established policies/procedures. Accuracy of room assignments. Implementation of computerized scheduling.

Use of Assessment Data: Assess policy implementation and make changes as necessary in procedures. Provide better customer service and event planning services to users.

Goal 3: Provide a comprehensive employment program for UC student employees.

Objective 3.1: Utilize the UNCP Student Employment Policy to recruit and retain the best qualified applicants.

Strategy 3.1.1: Employees will attend an orientation program and receive cross training in providing audio-visual services.

Performance Indicator: Viable orientation program and improved customer service.

Expected Outcome: Students will be able to better serve customers which will result in higher customer service ratings. Students will attain enhanced skills and competency development.

Strategy 3.1.2: Development of an employee recognition program.

Performance Indicator: Employee evaluations.

Expected Outcome: Retention rate for student employees will increase. Student workers will be promoted to part-time manager positions. New ideas and increased morale for student staff.

Time Line: During the 2010-2011 academic year/ongoing.

Assessment Procedure: Review of employee performance, rating sheets and recognition program. Retention rate of student employees.

Use of Assessment Data: Student employment program will be changed as needed.

Goal 4: Further develop the University Center assessment plan.

Objective 4.1: Utilize StudentVoice surveys to evaluate and assess programs, services and facilities.

Strategy 4.1.1: Assess satisfaction with facility and event services, motor fleet, game room, and the Information Station and assess perceptions about the University Center experience.

Performance Indicator: Number of surveys and response rates and changes implemented as a result.

Expected Outcome: Services will be adjusted to meet student demand/needs. Programs will be added. Facilities will be better utilized. Policies will be amended.

Strategy 4.1.2: Use handheld troubadours to track student attendance and participation

Performance Indicator: Level of students interested and participating in events.

Expected Outcome: Accurate attendance/participation figures.

Time Line: Ongoing.

Assessment Procedure: Enhancement of facilities and services. The expansion of services and programs offered. Results of surveys.

Use of Assessment Data: To ensure that the UC programs, services and facilities are responsive to needs of users. To provide for the needs of commuter students and ensure that the program complements the educational mission of UNCP. Adjust policies, facility operation and program activities as needed.