Student Affairs Division
2013-2014 Goals & Objectives

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STUDENT AFFAIRS DIVISION
Goals and Objectives for 2013-2014

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.
Associate Vice Chancellor for Student Affairs
Goals and Objectives for 2013-2014

Goal 1: Provide opportunities for long range planning and assessment.

Objective 1.1: Complete a strategic plan for student affairs.

Strategy 1.1.1: Schedule strategic planning sessions with the Assistant Vice Chancellor for Institutional Effectiveness.

Performance Indicator: Directors will have a better understanding of the UNCP strategic plan and reporting templates.

Expected Outcome: A Student Affairs strategic plan will be completed by the spring semester.

Strategy 1.1.2: Determine timeline for reporting annual goals and objectives for all departments in Student Affairs.

Performance Indicator: Departmental goals and objectives will be due for 2014-15 in July.

Expected Outcome: Departmental goals will complement the SPARC2 2011-16 strategic planning efforts and focus on the Chancellor's four major themes: the new normal; student success; outreach; and the institution of choice.

Objective 1.2: Annual assessment of services, programs, and facilities.

Strategy 1.2.1: Update the annual assessment report by developing an assessment worksheet, an assessment strategy grid and a monthly reporting template.

Performance Indicator: New reporting documents will be developed.

Expected Outcome: Departments will be able to monitor annual assessment activities and student learning outcomes more efficiently.

Strategy 1.2.2: Review the Campus Labs contract, monitor assessment projects, and promote webinar trainings.

Performance Indicator: The Campus Labs contract will be renewed on an annual basis.
Expected Outcome: Departments will continue to use Campus Labs for collecting student data to determine student satisfaction and learning outcomes.

Strategy 1.2.3: Promote other means of assessment including focus groups, forums, benchmark surveys, etc.

Performance Indicator: Departments will use a variety of methods to assess services, programs, and facilities.

Expected Outcome: Data will be used to determine student learning outcomes and enhance departmental services, programs, and facilities.

Time Line: Research and assessment should be conducted throughout the year and enhancements can be made during summer planning. Renew the Campus Labs contract in January. The deadline for assessment reports will be June 30 and the deadline for goals and objectives will be July 20.

Assessment Procedure: A variety of assessment methods to collect data.

Use of Assessment Data: Feedback from students will help the staff determine learning outcomes, enhance programming, services, and facilities in order to promote student success. Assessment reports will be sent to the Associate Vice Chancellor for Planning and Accreditation. Our fifth year review with the Southern Association of Colleges and Schools (SACS) is scheduled 2015. Planning will begin in 2013.

Goal 2: Update Student Affairs publications and policies.


Strategy 2.1.1: 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 before the deadline.

Strategy 2.1.2: Route new/updated policies to general counsel for review. Determine if approval is required by Chancellor’s Cabinet and/or the Board of Trustees.
Performance Indicator: New and/or updated policies will be posted on the official Policies and Regulations website.

Expected Outcome: Departmental updates and new policies will be published in the student handbook, online, and in the desk copy version for the 2014-15 academic year.

Strategy 2.1.3: Complete the bid process to determine the printing company, cost, and deadline for the 300 desk copies.

Performance Indicator: Meet the printer’s deadline in order to receive the desk copies before the fall semester begins.

Expected Outcome: Desk copies of the handbook will be distributed to administrative departments, SGA, and Resident Advisors in August. The updated handbook will also be posted online for students, faculty, and staff in July.

Objective 2.2: Publish *Campus Connection*, the Student Affairs parent newsletter.

Strategy 2.2.1: Research topics for the parent newsletter and request submissions from other departments on campus.

Performance Indicator: Receive a collection of material to develop newsletter content.

Expected Outcome: Departments will submit articles of interest for parents.

Strategy 2.2.2: Design, print, post online, and mail newsletter to parents.

Performance Indicator: A fall and spring edition parent newsletter will be published. Parents who student is under 21 years of age will receive the newsletter in the mail.

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.

Time Line: The handbook requisition for printing the desk copies will be submitted in February for the bidding process. The student handbook updates will be received from all departments May 1 and the final draft will be sent to the printer July 1. The parent newsletters will be mailed in August and January.
**Assessment Procedure:** Solicit feedback focus groups including: students, faculty, and 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 3:** Serve as the financial manager for three student publications and the administrative advisor to the Student Publications Board.

**Objective 3.1:** Monitor budgets and printing deadlines for: *The Aurochs* literary magazine; *The Pine Needle* newspaper; and, the *Indianhead* yearbook.

  
  Strategy 3.1.1: 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 for updates and communication.

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

  Strategy 3.1.2: 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 and student employees will be paid in a timely manner.

  Strategy 3.1.3: Determine printing and distribution deadlines for all publications.

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

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

**Objective 3.2:** Hire qualified students to fill editor-in-chief positions.
**Strategy 3.2.1:** Advertise campus wide via the Brave Opportunities student employment posting process and interview the most qualified candidates.

**Performance Indicator:** Receive resumes and select the most qualified applicants.

**Expected Outcome:** The Student Publications Board will interview and select editors with strong leadership and publication skills to manage and produce the student publications.

**Strategy 3.2.2:** Request annual assessment and goal setting reports from the student publication advisors and editors.

**Performance Indicator:** Assessment reports for 2013-14 will be received from the out-going student editors and goals and objectives for 2014-15 will be provided by the newly hired student editors and the faculty advisors.

**Expected Outcome:** Each publication will document improvements and accomplishments for the academic year. Goals will be determined before the next academic year begins.

**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 their website daily. *The Aurochs* literary magazine and *Indianhead* yearbook will be delivered to campus two weeks prior to graduation. Candidates for the 2014-15 student editor positions will be interviewed in April. Student fee requests are due in September and estimated auxiliary budget requests for 2014-15 will be due May 1. Operating budgets will be reviewed on a monthly basis.

**Assessment Procedure:** Budget totals will be printed and reviewed with the faculty advisor every month or as needed. The faculty advisors and student editors will survey their staff and 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.

**Goal 4:** Provide and support opportunities for staff development and recognition.

**Objective 4.1:** Provide and support educational opportunities for staff members on and off campus.
Strategy 4.1.1: Schedule monthly meetings and an annual retreat with the directors and assistant directors.

Performance Indicator: Survey the directors to determine staff development topics of interest.

Expected Outcome: Directors will receive new information to enhance departmental efforts.

Strategy 4.1.2: Encourage the staff to attend workshops hosted by Human Resources. If the budget allows, approve travel to conferences and workshops off campus.

Performance Indicator: Support participation in professional conferences and university sponsored workshops.

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

Objective 4.2: Promote the Student Affairs Employee Awards Program.

Strategy 4.2.1: Request nominations throughout the semester for all Student Affairs award categories.

Performance Indicator: Nominations will be submitted to the awards selections committee and winners will be selected.

Expected Outcome: Staff members and departments will be recognized for outstanding service, innovative programming, and accomplishments.

Strategy 4.2.2: Schedule the annual end of the year celebration.

Performance Indicator: Set the date, plan meal, purchase awards.

Expected Outcome: Student Affairs award winners will be announced. A culture of praise will be maintained among co-workers.

Time Line: Schedule monthly meetings for directors during the academic year. The nomination deadline for Student Affairs Awards will be April 15. Plan the cookout in June.

Assessment Procedure: The directors will be surveyed to determine staff development topics of interest. Monthly reports will be reviewed to determine accomplishments toward goals and participation in staff development opportunities.
Nomination forms will be sent to the entire division several times throughout the year in order to collect nominations for awards.

**Use of Assessment Data:** Data will be used to enhance staff development and reward employees for their hard work and dedication to our students.
Office of Campus Recreation  
Goals and Objectives for 2013-2014

Goal 1: Provide a comprehensive recreation program that provides a positive platform for social interaction and wellbeing.

Objective 1.1: Provide co-ed programs and services for the university community in intramural sports, sport clubs, outdoor activities, fitness/wellness, aquatics, 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.

Performance Indicator: Comprehensive calendar of all intramural/campus recreation events

Expected Outcome: Students will have access to one calendar for all event listings

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

Performance Indicator: Shortened individual sport schedules

Expected Outcome: Less need for staff, and more available schedule space for new events.

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

Performance Indicator: Staff Schedule that includes all members provide coverage for at least one individual event.

Expected Outcome: Increase in delegation of small and individual program coverage responsibility.

Strategy 1.1.4: Provide off campus programming that is recommended by students.

Performance Indicator: Activity list that provides choices of student favored events.

Expected Outcome: Overall positive reviews and larger attendance number compared to similar events in the past.
Objective 1.2: Provide a comfortable and relaxed social and recreational atmosphere for student interaction.

Strategy 1.2.1: Help improve and maintain physical well-being by increasing class/seminar type health/wellness events by two a semester.

Performance Indicator: Events planned and provided during times available to students and staff.

Expected Outcome: Increase in positive remarks and reviews of activities provided by department.

Strategy 1.2.2: Help develop lifetime skills in a variety of activities by providing one sports/activity instructional seminar each semester.

Performance Indicator: Events planned and provided during times available to students and staff.

Expected Outcome: Increase in participation numbers for the individual and lifetime recreational activities provided by department.

Strategy 1.2.3: Provide opportunities to release stress and develop better practices in use of wellness and fitness by teaming with Counseling and Testing on activity based stress relievers.

Performance Indicator: Collaborative scheduling and marketing of activities with other department.

Expected Outcome: Decrease in negative outburst and incidents during Intramural activities as well as increase in positive feedback from activity participants.

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: Assess and Improve current professional standards and campus wide image of Campus Recreation.
**Objective 2.1:** Provide multiple levels of employment and training for students.

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

**Performance Indicator:** All jobs posted to Student Employment Opportunities Website.

**Expected Outcome:** Filling of all staff positions by qualified personnel.

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

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of two upper class students

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

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of two recreation major students

**Strategy 2.1.4:** Provide new job descriptions and expectations for positions in the Fitness Center and Aquatics Area.

**Performance Indicator:** Tasks assigned are performed to acceptable standards

**Expected Outcome:** Hiring of responsible part time employee.

**Strategy 2.1.5:** Provide at least two recreation student intern positions.

**Performance Indicator:** Job description and responsibilities provided to supervisor.

**Expected Outcome:** Hiring of two interns for recreation department.
Objective 2.2: Re-evaluate administrative/staff practices to refine or eliminate inefficient practices.

Strategy 2.2.1: Provide access to professional development opportunities that will help administrators install best practices.

Performance Indicator: Enrollment of staff members to off/on campus training sessions.

Expected Outcome: Increase in staff knowledge in event planning and programming.

Strategy 2.2.2: Provide activity review sessions for bi-weekly.

Performance Indicator: Documented meeting minutes for event reviews.

Expected Outcome: Better understanding of staff shortcomings and positive attributes displayed during the week.

Strategy 2.2.3: Provide defined professional appearance and behavior guidelines to both professional and student staff.

Performance Indicator: Visual confirmation of guidelines instituted.

Expected Outcome: Standardized professional image and practices of all campus recreation programs.

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: Improve, maintain, and plan for current and future Campus Recreation facilities to provide best and most efficient ways to serve our students.

Objective 3.1: Provide well maintained indoor and outdoor facilities.

Strategy 3.1.1: Continue forward with plans to move outdoor recreational facility from LRDA leased land to new purchased land of university.

Performance Indicator: Updates from Executive Staff and
local change as soon as possible

**Expected Outcome:** Full time use and permanent change of outdoor recreational facility.

**Strategy 3.1.2:** Provide detailed scheduling needs for environmental services to keep clean and groomed facilities.

**Performance Indicator:** Detailed schedule provided for all activities.

**Expected Outcome:** Clean and maintained facilities that provide safe and aesthetically pleasing venues for events.

**Objective 3.2:** Provide students the safest environment possible.

**Strategy 3.2.1:** Train all staff member for emergency situations.

**Performance Indicator:** Provide emergency management training through multiple police and first aid information sessions.

**Expected Outcome:** Improved staff knowledge of emergency management.

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

**Performance Indicator:** Comprehensive calendar of all intramural/campus recreation events.

**Expected Outcome:** Increase in campus police presence during activity times.

**Strategy 3.2.3:** Keep as many events on university property as possible.

**Performance Indicator:** Activities scheduled utilizing space not allocated for varsity athletics.

**Expected Outcome:** Decrease in necessity to program at off campus sites.

**Strategy 3.2.4:** Re-visit program and facility supervision practices and standards to include times of operation changes.

**Performance Indicator:** Scheduling of campus recreation staff to all programs and facilities during activity periods and hours of
operation.

**Expected Outcome:** Decrease discrepancy of staffing and event and activity availability.

**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.
Office of Campus Safety and Emergency Operations
Goals and Objectives for 2013-2014

Mission Statement: The mission of the Office of Campus Safety and Emergency Operations is to utilize effective planning, training, and coordination to continually develop the prevention, mitigation, preparedness, response, and recovery capabilities of The University of North Carolina at Pembroke for emergencies resulting from all hazards.

Goal 1: Implement a comprehensive safety program to educate administration, faculty, and staff regarding various topics surrounding campus safety awareness.

Objective 1.1: Provide campus safety training to administration, faculty and staff utilizing the Emergency Operations Plan as a guide. Topics to be covered include how to respond to severe weather events, active shooter events, class cancellation, and campus closure.

Strategy 1.1.1: Provide personal presentations and training during cabinet meetings, department meetings and division meetings on such topics as personal safety measures, classroom safety and responding to major emergencies that could potentially impact the campus.

Performance Indicator: Response from participants will be evaluated to determine level of knowledge of the Emergency Operations Plan as it relates to campus safety and emergency response.

Expected Outcome: UNCP administration, faculty and staff will become familiar with the various campus safety initiatives as well as the Emergency Operations Plan.

Strategy 1.1.2: Participate in business continuity exercise with the Division of Information Technology (DOIT).

Performance Indicator: The university internal auditor and the associate vice chancellor for campus safety and emergency operations will provide feedback and evaluation regarding DOIT’s response to given technological emergencies.

Expected Outcome: DOIT staff will become more familiar with DOIT continuity plan and understand personal expectations of staff during a technology emergency.

Objective 2.1: Schedule an emergency exercise centered on a total university response to an active shooter incident in order to exercise the EOP as well as evaluate the university’s ability to respond to an emergency situation.

Strategy 2.1.1: Identify a vendor to facilitate the exercise who can provide an after action report noting improvement areas for the EOP as well as university operations.

Performance Indicator: An after action report will be completed and provided by a vendor with expertise in conducting emergency exercises on a university campus.

Expected Outcome: Administration, faculty, and staff will become familiar with various components of a university response as well as learning and understanding their various roles and responsibilities as it relates to a campus emergency.

Strategy 2.1.2: Participate in business continuity exercise with the Division of Information Technology (DOIT).

Performance Indicator: The university internal auditor and the associate vice chancellor for campus safety and emergency operations will provide feedback and evaluation regarding DOIT’s response to given technological emergencies.

Expected Outcome: DOIT staff will become more familiar with DOIT’s continuity plan and understand personal expectations of staff during a technology emergency.

Performance Indicator: Students will be engaged in the activities knowing the possibility of winning prizes for participation.

Expected Outcome: Freshman students remain engaged throughout activity and campus safety “Family Feud” game presentation and have fun learning about campus safety.

Time Line: Fall 2013: Meetings and training sessions will be held with administration as well as department and divisions regarding the Emergency Operations Plan (EOP). Fall 2013: Planning session will begin regarding planning for spring emergency exercise. August 2013: The university auditor and associate vice chancellor for campus safety and emergency operation will participate in a tabletop exercise with DOIT to evaluate DOIT’s continuity of operation plan as it relates to emergency preparedness. Spring 2014: Host
active shooter exercise on the campus of UNCP. Summer 2014: Receive after action report and begin revisions of EOP and retraining of university administration, faculty, and staff if necessary.
The Career Center
Goals and Objectives for 2013-2014

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 and offer innovative programs and services designed to educate students about the career planning process and to guide them through the steps of creating an individualized career plan.

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

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

Performance Indicator: Surveys developed and administered through Campus Labs and CSO. Consider integrating 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 2013 – 2014 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.

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: Continue to focus on presenting in classrooms and other group settings. Focus on reaching out to student leaders. Update
workshops to include current topics such as professionalism and social media.

**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 1.2.2:** Coordinate and sponsor Professional and Career Development Institute in spring 2014. Investigate options for recording and archiving workshops for online use.

**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 and assessments.

**Strategy 1.3.1:** Evaluate and update handouts, flyers, books, and other resources offered in The Career Center and on the Career Center Web site on an on-going, regular basis.

**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:** Continue to utilize service within Brave Opportunities/CSO that enables students to take Myers-Briggs Type Indicator and Strong Interest Inventory through their accounts in the system. Students will be required to meet with Career Center staff for interpretation.

**Performance Indicator:** Increased number of students utilizing service.
**Expected Outcome:** Ease of access to career development assessments. Increased understanding of individualized career planning process among students.

**Time Line:** On-going through 2013 – 2014 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, 2014.

- **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, 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, share information/resources and identify possible corporate sponsorship for events.

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 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 and students taking 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:** Continue to promote the use of Interview Stream program to enhance student and alumni interview skills

**Strategy 2.4.1:** Market the new program to faculty in specific majors and those with internship requirements

**Performance Indicator:** Number of faculty utilizing the program to prepare students for interviews related to major/career path.

**Expected Outcome:** Increased student interview preparedness.

**Strategy 2.4.2:** Market the program to students and alumni in preparation for interviews.

**Performance Indicator:** Number of students utilizing the program to prepare for interviews

**Expected Outcome:** Increased student interview preparedness

**Time Line:** On-going through 2013-2014 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.

**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 Hawk Assistant numbers and utilize in marketing and programming efforts.

Strategy 3.1.1: Continue working with the Career Peers and Hawk Assistants to creatively market events and services

Performance Indicator: Increase in students participating in Career Center programs and services indicating that Career Peers/Hawk Assistants were influential in participation. Visible Career Center 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: Continue training the Career Peers and Hawk Assistants on responsible social media use, positive online image, and marketing strategies.

Performance Indicator: Increase in number of students following the Career Center on Twitter, students who “like” 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/Hawk Assistants, 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: Continue training student consultants to facilitate workshops and resume critique stations around campus.

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/Hawk Assistants for career information and assistance. Career Center liaisons will foster stronger relationships between the Center and the populations it serves.

Strategy 3.1.4: Develop targeted strategy to increase membership in Career Peers focused on developing a group that is diverse in terms of
Performance Indicator: Increase in applications received by the advisor and the Career Peer president.

Expected Outcome: Based on interviews and faculty recommendations, 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:** Further develop and continue to 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. Higher number of student followers, likes, and group members.

**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 Health Careers Access Program, Honors College, RISE, PURC, Hawk Assistantships, 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: Increased involvement and support from UNCP faculty and staff.


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: Increased student attendance for faculty-supported programs.

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

Performance Indicator: Delivery to faculty by August 2013.

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 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 CareerShift to students and alumni.

**Performance Indicator:** Number of registered students/alumni.

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

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

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

**Expected Outcome:** Enhanced career-planning skills among UNCP alumni.
**Timeline:** On-going through 2013 – 2014 academic year. Some specific programming and event deadlines vary.

**Assessment Procedure:** Social media efforts will be measured by student/alumni program surveys, number of Facebook “likes,” Twitter followers, and LinkedIn group requests. Surveys regarding the participation and use of services will be delivered to commuter/resident students, alumni, faculty, and staff following special events, programs, and one-on-one appointments. 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 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.
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: Provide resources and develop opportunities for UNCP students to experience and gain knowledge of social, political, and economic issues and engage communities, both local and global.

Vision: Create a campus culture that fosters responsible citizenship where students graduate with knowledge and skills to become active and engaged citizens.

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

The goal and objectives in this plan are developed in accordance with the intentions outlined as the University of North Carolina at Pembroke 2011-2016 strategic planning priorities.

Goal 1. Develop innovative programs and campus experiences to expand engaged learning for students and develop students as engaged citizens to enhance student success and promote UNCP as an institution of choice.

Objective 1.1: Engage at least 25% of the full-time student enrollment in engaged learning opportunities through innovative service initiatives.

Strategy 1.1.1: Cooperate with North Carolina Campus Compact to sponsor an Americorps VISTA to recruit and engage students in CCE volunteer programs.

Performance Indicator: The VISTA will plan, develop, implement, and recruit student volunteers to participate in engaged learning opportunities through CCE programs and events.

Expected Outcome: At least 25% of the full-time student enrollment will participate in engaged learning opportunities through CCE programs and events.

Strategy 1.1.2: Register student volunteers through the UNCP Volunteer Opportunities online volunteer management system.

Performance Indicator: Students will utilize UNCP Volunteer Opportunities to inquire and engage in volunteer opportunities.
Expected Outcome: At least 550 students will reflect and record their volunteer service experiences through the UNCP Volunteer Opportunities online volunteer management system.

Objective 1.2: Expand engaged learning opportunities for students through education programs, trainings, labs and workshops.

Strategy 1.2.1: Develop and implement monthly education programs, training, and workshops to educate students on social, community, and civic issue

Performance Indicator: Conduct monthly training and education programs to enhance student knowledge and social awareness on social, community, and civic issue

Expected Outcome: Students will demonstrate greater civic awareness and scholarship through personal reflections and seek ways to volunteer in areas of civic interest.

Strategy 1.2.2: Develop volunteer and service events to engage students in direct and indirect service experiences such as episodic volunteer service opportunities (i.e. canned food and clothing drives, blood drives, roadside clean-up, etc.), national service events, and days of service.

Performance Indicator: Conduct regular volunteer events and monthly service opportunities for students to volunteer and become civically engaged.

Expected Outcome: The CCE office will host at least three days of service events and participate in at least two national service events.

Objective 1.3: Develop campus experiences that impact student success and enhance the knowledge, skills, and understanding of students as engaged citizens.

Strategy 1.3.1: Employ students as service leaders who will gain exposure and experience as engaged responsible citizens.

Performance Indicator: Student service leaders (SSL) will dedicate 5-8 hours per week with the CCE office to plan, develop, coordinate, and conduct service projects and volunteer events. Each student service leader (SSL) will host at least one student-led service project in their service focus area during each semester.

Expected Outcome: Student leaders will report greater knowledge and appreciation for civic engagement and enhanced student success in their UNCP experience.
Strategy 1.3.2: Student leaders will recruit student volunteers to participate in regular experiential learning programs to enhance their knowledge and understanding of becoming an engaged citizen.

Performance Indicator: Student volunteers will sign-up and participate in regular experiential learning programs (alternative break trips, reading parties, youth mentoring, etc.).

Expected Outcome: Surveyed students will report improved satisfaction with their institution of choice and the UNCP community.

Objective 1.4: Account for student volunteer service and engagement impact in local community.

Strategy 2.2.1: Conduct volunteer orientation sessions to inform students of service opportunities, the civic engagement transcript, and tracking volunteer service hours to build a career resume.

Performance Indicator: CCE staff and student service leaders will coordinate and conduct volunteer orientation sessions with FRS faculty, university departments, student clubs and organizations to inform students of opportunities and methods for building career resumes through service.

Expected Outcome: Student volunteers will account for at least 10,000 service hours dedicated to serving community needs.

Strategy 2.2.2: Utilize web and social media to promote, advertise, and recruit student volunteers to engage in CCE volunteer programs and events.

Performance Indicator: Students and student organizations will receive real-time information to access and register for current volunteer and service opportunities.

Expected Outcome: Twenty-five percent (25%) of full-time enrolled students and 80% of the affiliated student organizations will participate in volunteer service through the CCE office.

Time Line: July 1-August 30: Update the CCE website and calendar with service events and programs. Advertise and promote UNCP Volunteer Opportunities. September 1-December 15: Participate in the fall Student Involvement Fair. Conduct service events and programs (15% student enrollment engaged in service). January 1-April 15: Participate in the spring Student Involvement Fair. Conduct service events and programs (25% or more student enrollment engaged in service). 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. UNCP Volunteer Opportunities hour tracking logs, blogs, and event registration will be used to assess student participation and volunteer activity. Oral and written reflections will be used to assess student’s knowledge and understanding service and civic responsibility.

**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 2:** Develop partnerships that provide resources and recognition to enhance a campus culture that fosters responsible citizenship through engaged student learning experiences.

**Objective 2.1:** Utilize university and exterior funded programs to enhance student development and university community engagement.

- **Strategy 2.1.1:** Collaborate with Financial Aid to effectively utilize the federal work study program (FWSP) to engage students in community service opportunities.

  **Performance Indicator:** The financial aid office will promote and advertise to eligible work-study students the availability and incentives to participate in the FWS-community service program.

  **Expected Outcome:** At least 15% of the FWS program students will participate in community service.

- **Strategy 2.1.2:** Cooperate with the financial aid office to recruit federal work-study (FWS) eligible students into community service programs.

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

  **Expected Outcome:** At least 10 FWS students will participate in community service program opportunities through the CCE office.

- **Strategy 2.1.3:** Cooperate with the financial aid office to obtain support through the Hawk Assistantship scholarship program.

  **Performance Indicator:** Financial aid will award Hawk Assistantship scholarships to support CCE community focused initiatives.

  **Expected Outcome:** Receive five Hawk Assistantship scholarship awards for student employment opportunities.
Objective 2.2: Collaborate with exterior service organizations to resource and support student engagement in community initiatives that enhance civic development for students.

Strategy 2.2.1: Collaborate with community organizations to sponsor and support students to engage in community service.

Performance Indicator: Community organizations will partner and provide opportunities for student civic engagement.

Expected Outcome: At least five community organizations will support students’ participation in community engagement programs.

Strategy 2.2.2: Coordinate students to work with community organizations that provide exposure and experience for civic development.

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

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

Objective 2.3: Obtain recognition for the President’s Higher Education Community Service Honor Roll to recognize the institution’s service commitment and community involvement.

Strategy 2.3.1: Apply for the President’s Higher Education Community Service Honor Roll in 2014.

Performance Indicator: Successfully complete and submit the President’s Higher Education Community Service Honor Roll application by the required due date.

Expected Outcome: The university will be awarded the 2014 President’s Higher Education Community Service Honor Roll.

Time Line: July 1-30: Procure funding support for 2013-14 programs and activities. August 1-September 30: Advertisement and recruitment phase to fill all positions. October 1-April 30: Coordination and service phase to implement programming, activities, and support. November 1-December 15: Apply and submit for the President’s Higher Education Community Service Honor Roll. 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 impact of student participation in sponsored 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.

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 use the data to pursue sustainable funding sources and develop future programs.

Goal 3: Develop student educational experiences through the integration of service, curricular, and co-curricular opportunities that are reflected in the student transcript.

Objective 3.1: Develop a civic engagement minor for students interested in community and public service.

Strategy 3.1.1: Collaborate with Academic Affairs to develop a new academic minor in the area of civic engagement.

Performance Indicator: Develop a course description for the new academic minor. Submit a course description of the civic engagement minor to the university provost in the Fall 2013 semester.

Expected Outcome: Incorporate the civic engagement minor into the 2014 academic catalog.

Objective 3.2: Develop and enhance curricular opportunities to engage students in service-learning courses.

Strategy 3.2.1: Collaborate with the service learning director to enhance curricular opportunities to engage students in service-learning courses that contribute to social, emotional, and intellectual student development.

Performance Indicator: At least 30% of faculty will develop a vision for curricular programs which engage students in service-learning opportunities.

Expected Outcome: Faculty will develop service-learning curriculum that contributes to social, emotional, and intellectual student development.

Objective 3.3: Enhance students’ knowledge and understanding of demographics and community needs through service internships.
Strategy 3.3.1: Collaborate with non-profit and community agencies to develop opportunities for student-service internships. Explore and coordinate opportunities with the non-profit and community agencies for student interns to develop programs, conduct survey, and assessments to meet community needs.

Performance Indicator: Community agencies will partner with the CCE office to create internship opportunities for university students. Students will 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 needs, the impact of volunteered service, and human resources to meet community needs.

Time Line: July 1-November 30: Submit course development proposal for the civic engagement minor. September 1- May 1: Develop sustainable partnerships to implement initiatives that engage students in service learning and community service opportunities. Engage student intern in community service and community assessment opportunities. April 1-30: Evaluate program effectiveness to develop student internship opportunities.

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

Use of Assessment Data: Director will evaluate data to make changes in programs and improve collaborative service opportunities.
Counseling and Psychological Services
Goals and Objectives for 2013-2014

Mission Statement: As a component of the Student Affairs Division, the mission of Counseling and Psychological Services 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 and group counseling.

Performance Indicator: Students will be seen on a timely basis for individual counseling without the use of a waiting list. Online students will have increased access to services as well as students at satellite campuses.

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. Online students will have increased access to services as well as students at satellite campuses.

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 psychological assessment for clinical use, academic recommendations, and disability services accommodation review.

Performance Indicator: Increase in the number of psychological assessment and assessment reports generated from CAPS. Assessment batteries may include: selected scales/subscales of the WIAS(Wechsler Adult Intelligence Scales), WIAS (Wechsler Achievement Test), FAVT, HRC-20, SIVRA-35, Conner's ADD/ADHD scales, STAI, STAIX, BDI, BAI,
BHS, BSS, MMPI, CAS, CPI, and other psychological assessment instruments as appropriate to the student’s needs.

**Expected Outcome:** All students will have access to appropriate psychological assessment protocols and/or referred for assessments needs beyond CAPS scope of practice.

**Strategy 1.1.4:** Provide walk-in hours 8-10 hours per week to students for consultation, triage, and referral.

**Performance Indicator:** Students will effectively utilize CAPS walk-in hours throughout the academic year.

**Expected Outcome:** All students will have access to mental health professionals for consultation, screening, and triage without an appointment which will result in increased utilization of CAPS services.

**Strategy 1.1.5:** Provide crisis consultation and assessment to clients of the center as well as the university community.

**Performance Indicator:** CAPS 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.

**Strategy 1.1.6** Identify and collaborate with treatment referral sources, both local and outside of the immediate geographic area.

**Performance Indicator:** 1) A treatment referral database will be updated bi-annually; 2) An MOU with the local hospital will be developed.

**Expected Outcome:** Referral of clients to community resources will be streamlined and enhanced.

**Strategy 1.1.7** Provide a warm, inviting, and friendly environment in the waiting and reception area. Increase ‘customer satisfaction’ when interacting with CAPS.

**Performance Indicator:** 1) Open house in the fall to increase awareness of services, 2) Satisfaction survey results, 3) Create a comment card for the waiting area (possible assignment of GA).

**Expected Outcome:** Higher client satisfaction with first contact with CAPS, improved rating from faculty and staff when interacting with and/or using services.
Objective 1.2: Strengthen the ability to meet students’ needs through professional development and knowledge enhancement.

Strategy 1.2.1: Assist each counselor to attend at least one convention, workshop, or conference of their choosing.

Performance Indicator: 1) Counseling Center staff will continue professional development; 2) Staff will pursue areas of specialty training necessary to offer a full range of services i.e.: AOD, veterans, LGBTQ, sexual assault prevention, assessment etc.

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

Strategy 1.2.2: Provide a training program for graduate counseling and/or social work students.

Performance Indicator: Master’s level trainees from counseling and/or social work will be “employed” during the academic year.

Expected Outcome: Use of trainees will enable an increase in the available client service hours beyond those that the clinical staff is able to provide.

Strategy 1.2.3: Provide advising, training, and learning opportunities for undergraduate students.

Performance Indicator: Undergraduate students will be involved in peer education programs, CSAP and IV/SART committees, assist in outreach and educational programming such as bystander intervention events.

Expected Outcome: Use of undergraduates in these roles will increase the community awareness of CAPS events, allow education and risk reduction to reach the cohort of students.

Time Line: June 2014.

Assessment Procedure: Data generated through Titanium software and Student Voice for quantitative and qualitative analysis.

Use of Assessment Data: Determine waiting lists, need for additional staff and level of service. Measure learning outcomes.
Goal 2: Provide limited academic testing services in support of the university’s mission.

Objective 2.1: Administer undergraduate and graduate standardized academic tests to UNCP students.

Strategy 2.1.1: Support undergraduate and graduate admissions by administering entrance assessments, i.e. SAT on campus, TOEFL, MAT.

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

Expected Outcome: Testing will work collaboratively with departments on availability and administration times.

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 Titanium scheduling system. Feedback from university entities providing referrals will be solicited and analyzed.

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 and community-wide visibility and student awareness of Counseling and Psychological Services through targeted outreach programs and building a collaborative network of community resources.

Objective 3.1: Provide campus-wide education, support, and prevention on the issue of suicide.

Strategy 3.1.1: Offer programming that addresses LGBTQ, veterans, and Native American students increased risk of suicide.

Performance Indicator: CAPS will plan and implement at least one program per semester incorporating: 1) LGBTQ risk factors for suicide with focused prevention and intervention efforts for the LGBTQ population, 2) Veterans risk factors for suicide with a focus on PTSD, TBI, and depression, 3) Native American students risk factors for suicide with focused on prevention and intervention efforts specific to that population.
**Expected Outcome:** UNCP students will increase overall knowledge on suicide prevention, intervention, and specific high risk populations.

**Strategy 3.1.2:** Counseling and Psychological Services will partner with the campus and community to increase awareness of counseling services and programs available for students struggling with suicidal ideation, attempts, gestures, survival, and recovery.

**Performance Indicator:** Contacts to departments and groups on campus will be made at least two times per semester to implement this strategy.

**Expected Outcome:** The student population will have an increased knowledge of how to access counseling services, how to intervene, and refer when they encounter suicide risk.

**Objective 3.2:** Provide campus-wide education, support, and advocacy for students who are survivors of sexual assault, sexual violence, intimate partner violence, and child sexual abuse.

**Strategy 3.2.1:** Increase awareness of and how to utilize the Interpersonal Violence/Sexual Assault Response Team (IV/SART) across campus and within the community.

**Performance Indicator:** Attend departmental, group, and/or community meetings each semester to provide information on IV/SART.

**Expected Outcome:** An increase in campus knowledge of resources for sexual assault.

**Strategy 3.2.2:** Offer programming that addresses athletes, disabled and Greek students increased risk for sexual violence.

**Performance Indicator:** CAPS will plan and implement at least one program per semester incorporating: 1) Greek students’ risk factors for sexual violence with a focus on prevention and intervention, 2) Athletes risk factors for sexual violence, 3) Disabled students risk factors for sexual violence, 4) begin an active peer sexual risk awareness education group.

**Strategy 3.2.3:** Provide sexual responsibility and violence prevention education and programming with a focus on support and advocacy for students, both accused and victims of, sexual misconduct on campus. Provide education on bystander intervention strategies for the UNCP community.

**Performance Indicator:** Provide at least one program per semester involving sexual responsibility and/or violence prevention.
Expected Outcome: Overall increased awareness and education on sexual responsibility and violence prevention. Increase in reporting and recognition from bystanders.

Strategy 3.2.4: Make connections with and provide support and resources for university student organization for veterans, UNCP Chapter of Student Veterans of America and for Veteran Education and Transition Assistance team.

Performance Indicator: Offer support and resources to UNCP student organization for veterans and Veteran Education and Transition Assistance team 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 Counseling and Psychological Services. Student veteran population will increase resource knowledge.

Objective 3.3. Provide education and increase awareness of mental illness on campus, reduce stigma around mental health issues, and increase awareness of support resources.

Strategy 3.3.1: Offer various screenings for depression, anxiety, eating disorders, etc.

Performance Indicator: Screening days will generate referrals to address mental health issues and provide information on the campus climate regarding specific issues.

Expected Outcome: Wellness will increase campus wide and programming will be tailored due to data collection. Evaluate on-going programs and promote wellness.

Strategy 3.3.2: Co-sponsor wellness programs with other departments and student groups on campus.

Performance Indicator: Collaborative efforts yield higher attendance.

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

Objective 3.4: Increase the welfare and safety of individual students and the campus community.
Strategy 3.4.1: Increase awareness on campus of the EHS/CARE Team.

Performance Indicator: Increased outreach/communication with students.

Expected Outcome: Increased referrals campus-wide for EHS and CARE Team.

Strategy 3.4.2: Assist students referred through CARE/EHS with accessing campus resources.

Performance Indicator: Increased outreach/communication with referred students.

Expected Outcome: Decrease in maladaptive behavior by referred students.

Strategy 3.4.3: Establish a food pantry for UNCP community members.

Performance Indicator: Availability of food for students in need.

Expected Outcome: Decrease in unfed students.

Objective 3.5: Provide education and support through outreach targeting Native American students.

Strategy 3.5.1: Network with Native American Student Organization advisor by designating a staff member to act as a liaison to collaborate on student needs.

Performance Indicator: CAPS will implement one program per semester in collaboration with NASO to target the needs of students.

Expected Outcome: The Native American students will increase knowledge and awareness of resources to assist in personal development.

Strategy 3.5.2: Develop relationships with local Native American leaders to gather information on perceived student needs and provide education about the resources available in CAPS.

Performance Indicator: With assistance from the NASO advisor, CAPS will identify and meet with local leaders to discuss student needs and CAPS resources.
Expected Outcome: Communication will increase between CAPS and local Native American leaders resulting in greater publicity of CAPS in the community and greater referrals of students for on-campus services through CAPS.

Strategy 3.5.3: The CAPS office will develop informational/referral materials specifically targeting Native American students.

Performance Indicator: CAPS will provide information about counseling services and programs to NASO and the residence halls/apartments targeting the Native American population.

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

Strategy 3.5.4: CAPS will attend NASO events to develop personal connections with staff and students.

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

Expected Outcome: Native American students will feel more comfortable accessing CAPS services.

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 Titanium scheduling system. Faculty and staff in these areas will be involved to give feedback on collaborative efforts.

Use of Assessment Data: Data will tell if marketing is reaching areas of need, increasing referral on these topic areas, and reaching the target populations of these wellness efforts. Increased use of walk-in hours, established food pantry, and homeless student resources.

Goal 4: Reduce addictive behaviors in the student population.

Objective 4.1: Coordinate and implement the campus alcohol and other drug prevention and education efforts.

Strategy 4.1.1: Meet with Coalition for Substance Abuse Prevention (CSAP) on monthly basis for feedback, strategy, and direction on issues related to alcohol and other drug use and prevention.
Performance Indicator: Campus wide participation on task force.

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

Strategy 4.1.2: Implement comprehensive written substance abuse prevention master plan for campus that incorporates multiple best practices in all areas of campus operation (i.e., student affairs, athletics, academics).

Performance Indicator: Education, policy, and enforcement interventions implemented.

Expected Outcome: Reduction in campus wide substance consequences.

Strategy 4.1.3: 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 4.1.4: Present drug and alcohol education program to all FRS1000 students.

Performance Indicator: Students will attend as a part of requirements for freshman seminar.

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

Objective 4.2: Provide assessment, education, and counseling to students with addiction.


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 4.2.2: 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 4.2.3: 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 alcohol use increases.

Strategy 4.2.4: Provide assessment and education to the student population on problem gambling behaviors.

**Performance Indicator:** Data will be collected and analyzed and referrals and programming will be generated to the CAPS to address these behaviors.

**Expected Outcome:** Wellness will increase campus wide concerning problem gambling

**Time Line:** June 2013

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

**Use of Assessment Data:** Measure learning outcomes and program effectiveness.
Office of Greek Life
Goals and Objectives for 2013-2014

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.

Performance Indicator: Comprehensive educational program will be established.

Expected Outcome: Events will be designed around learning outcomes for students.

Strategy 1.1.2: Create an officer-training leadership day each semester for students to engage in meaningful and developmental dialogue in partnership with the Office of Student Involvement and Leadership.

Performance Indicator: Officer-training day held with student involvement and input.

Expected Outcome: Students will be well trained for their specific duties.

Strategy 1.1.3: Provide scholarships and enable students to apply for national scholarships to attend The Undergraduate Interfraternity Institute, during summer 2014. Provide the opportunity for at least four students to attend the Association for Fraternal Leadership and Values Central Fraternal Leadership Conference in spring 2014.

Performance Indicator: Eligible students will attend UIFI and/or AFLV.

Expected Outcome: Students will return with knowledge base to positively affect the Greek community.
Strategy 1.1.4: Continue to provide All Greek Council meetings for all stakeholders during the fall and spring semesters with students serving on the All Greek Council executive board.

Performance Indicator: Student attendance at AGC meetings will increase and information given will be relevant to the Greek community.

Expected Outcome: AGC will provide an outlet for Greek students to learn and develop from members of other organizations.

Strategy 1.1.5: Continue to provide advisor roundtables and trainings.

Performance Indicator: Advisors will have a comprehensive guide to Greek life and will continue to be supported through the Office of Greek Life.

Expected Outcome: Advisors will be more engaged and yearn to assist and help the organizations and Greek community.

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.

Performance Indicator: Presidents will have individual times to meet with the director to provide information and establish a plan for their organization.

Expected Outcome: Presidents will have a better relationship with the Greek life director as well as feel supported in the Student Affairs Division.

Strategy 1.2.2: Provide assistance and communication to advisors for individual organizations.

Performance Indicator: Advisors will have an open line of communication and attain support through various means from the Office of Greek Life.

Expected Outcome: Advisors will build a relationship with the director and become more meaningful within their respective positions.

Strategy 1.2.3: Continue to develop the fraternity/sorority life Greek awards program for the purpose of continual evaluation of fraternities and sororities by engaging organizations as evaluators of qualitative presentations.
**Performance Indicator:** Assessment completed on programs and learning outcomes. Increase in organization participation.

**Expected Outcome:** Qualitative data to support programmatic development and student focused learning outcomes.

**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 Association of Fraternity Advisors membership and conference attendance and attendance at ACPA.

**Performance Indicator:** Language and conversations will reflect higher education focus and student development activity.

**Expected Outcome:** Students will gain support and development from staff’s knowledge of trends and will engage in conversations supportive of research from the field.

**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, ACPA, etc.

**Performance Indicator:** Acceptance of proposals at conferences.

**Expected Outcome:** UNC-Pembroke’s name will be synonymous with staff growth and support and knowledge of higher education practices.

**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.

**Performance Indicator:** Application acceptance to various leadership facilitation opportunities.

**Expected Outcome:** Students and staff will gain support through various opportunities both on and off campus.

**Time Line:** Data will be analyzed at the end of each semester and then cumulatively at the end of the academic year.
Assessment Procedure: Conduct assessment to measure effectiveness of All Greek Council, advisor roundtables, and one-on-one meetings to improve the overall impact for each semester.

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

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 advising center in order to educate potential and incoming students as well as parents about fraternity/sorority life opportunities at UNCP.

Performance Indicator: Greek life will have a presence at orientation and admission days.

Expected Outcome: Higher level of exposure to Greek organizations and positive reflection on Student Affairs staff and departments.

Strategy 2.1.2: Develop new and creative ways to market Greek life to the campus community through utilization of print materials, social media, and websites.

Performance Indicator: Students and Greek life associates will look to various means to acquire information.

Expected Outcome: Higher attendance at programming events and more communication via various outlets.

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

Performance Indicator: Collaboration on cross-departmental events.

Expected Outcome: Departments will support Greek life (and vice-versa) saving money and supporting the larger UNCP student community.

Strategy 2.1.4: 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:** Communication increased as well as higher attendance and support at events.

**Expected Outcome:** Increased support for Greek organizations and progressive image of students and daily practices.

**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 2.3:** Increase chapter membership numbers of Greek-lettered organizations.

**Strategy 2.3.1:** Continue to build collaborative partnerships with the Advising Center in order to increase the awareness of fraternity/sorority life on campus.

**Performance Indicator:** Partner with orientation programming, welcome week programming, and incoming student programming to educate our incoming students about fraternity and sorority life at UNC Pembroke.

**Expected Outcome:** New students will attain knowledge on how to join Greek organizations and what UNCP has to offer.

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

**Performance Indicator:** Students oversee recruitment process and further develop strategies for increasing membership numbers.

**Expected Outcome:** Students will have more autonomy with recruitment practices and will encourage each other to grow the Greek system.

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

**Performance Indicator:** Materials available for students interested in Greek life.
**Expected Outcome:** UNCP students will have stronger knowledge base of Greek lettered organizations.

**Strategy 2.3.3:** Grow the Greek life population by at least 5%.

**Performance Indicator:** Membership increase in all organizations.

**Expected Outcome:** The Greek population will grow to around 360 members and have a stronger presence on campus.

**Time Line:** Data will be analyzed at the end of each semester and then cumulatively at the end of the academic year.

**Assessment Procedure:** Conduct assessment to measure growth in the Greek community by new members and active chapter members. Take number counts at Greek events of members and non-members to evaluate population reach and inclusion. Also, conduct assessment with new members to evaluate what methods of communication are reaching them best.

**Use of Assessment Data:** The data will be used to determine effective communication methods and advertising. Also used to determine best recruitment practices.
Housing and Residence Life
Goals and Objectives for 2013-2014

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 for academic success

Objective 1.1: Identify renovation and special projects for existing student housing facilities.

Strategy 1.1.1: Conduct focus group meetings at each residential community and survey residential students.

Strategy 1.2.1: Work with the offices of Facilities Operations and Planning and Construction to access services for proposed renovation and construction projects.

Strategy 1.3.1: Develop a three year renovation and repairs plan for the campus residential communities.

Performance Indicator: Identify the scope of projects, select designer, review designs, and prepare for implementation.

Expected Outcome: Complete renovation projects.

Time Line: By early spring semester, submit needed Special Project Forms.

Assessment Procedure: Complete renovations by the end of June 2014.

Use of Assessment Data: Review plans and make plans for future renovation projects.

Objective 1.2: Determine interest and feasibility in establishing an on-campus residential community for sororities.

Strategy 1.2.1: In collaboration with the Director of Greek Life, meet with Greek members to determine interest and needs.

Performance Indicator: Meet with chapters to discuss interest and Facilities Operations for renovation costs.
Expected Outcome: Obtain interest survey results from the Greek members relative to establishing an on-campus residential Greek community.

Time Line: By mid-fall semester, meet with each chapter to discuss interest and Facilities Operations for cost.

Assessment Procedure: Evaluate interest.

Use of Assessment Data: Use results in determining whether future planning should continue.

Goal 2: Conduct survey of residential students relative to services and programs provided.

Objective 2.1: Measure residential students overall perceptions and satisfaction with the staff and services.

Strategy 2.1.1: 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/ongoing.

Assessment Procedure: Survey residential students.

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

Goal 3: Provide qualified staff to provide quality service to the university community, guests, and visitors to campus.

Objective 3.1: Provide professional development opportunities for departmental staff.

Strategy 3.1.1: Involve the staff in innovative and interactive job training and development.
Strategy 3:1:2: Research staff development opportunities from workshops and conferences.

**Performance Indicator:** Use staff and training evaluation forms as well as employee feedback to determine the value of training and conferences.

**Expected Outcome:** An increase in the knowledge, skills, abilities, professionalism, and improved job performance of staff

**Time Line:** Beginning of the academic year/ongoing.

**Assessment Procedure:** Staff performance evaluations and training evaluations.

**Use of Assessment Data:** Improve the overall quality and efficiency of the staff and make changes as necessary.

**Goal 4:** Provide educational and developmental programming opportunities for residential students

**Objective 4.1:** Develop programming relative to issues that are prevalent on a college campus

**Strategy 4.1.1:** Research programming topics utilizing available resources that correlate with national and other widely recognized observances and topics which have social and educational relevance.

**Performance Indicator:** Evaluate content of each program and use survey instrument as a tool to determine the opinions of participants.

**Expected Outcome:** 80% of surveys completed will indicate that programs were relevant and beneficial to participants

**Time Line:** Beginning of the academic year/ongoing.

**Assessment Procedure:** Use attendance sheet during each program and use survey instruments.

**Use of Assessment Data:** To improve the overall quality of programs and make changes as necessary.

**Goal 5:** Provide students and staff with the latest technology.

**Objective 5.1:** Identify and determine departmental needs to improve technological services.
Strategy 5.1.1: Research available software products, upgrades to existing software, and communicate needs to vendors.

**Performance Indicator:** In October, begin researching software products.

**Expected Outcome:** Install for functional use.

**Time Line:** Beginning of the academic year/ongoing.

**Assessment Procedure:** Complete installation and/or upgrades to software.

**Use of Assessment Data:** Improve the overall quality and efficiency of the staff and service to students and plan for future changes.
Multicultural & Minority Affairs
Goals and Objectives for 2013-2014

Mission Statement: The Office of Multicultural and Minority Affairs of UNC Pembroke provides programs and services that support the academic mission of the University by enhancing the educational, personal, cultural and social development of UNCP’s diverse student populations. 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 foster a community of multicultural competence and cultural awareness.

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.

Strategy 1.1.2: Have monthly cultural theme presentations.

- Disability Awareness
- Jewish/Jewish American Heritage Month
- 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: To have established a strong and sound foundation of programs that will educate the campus on cultural diversity.
Strategy 1.1.3: Have cultural dialogue forums/sessions for the university community but focus on the student's 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.

Strategy 1.1.4: Utilize the Diversity Committee for Communities of Interest to assist in promoting, educating, and celebrating diversity.

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

Expected Outcome: Students, faculty, and staff will come together to talk about issues of cultural diversity, inclusion, and social justice.

Time Line: July 1-30, 2013: Submit budget request to appropriate funding support for 2013-14 programs and activities. July 1-September 30, 2013: Advertisement and recruitment phase to meet all goals and objectives. October 1, 13 -April 30, 2014: 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) of all students, but primarily target students of color.

Objective 2.1: Further enhance the BEAD (Brave Educators Advocating for Diversity Program).

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

Strategy 2.1.2: Conduct education sessions, 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:** To create a valuable program for students to utilize beyond their academic career.

**Objective 2.2:** Develop a Minority Male Mentoring program.

**Strategy 2.2.1:** Recruit incoming freshmen and returning students and university employees into the program.

**Strategy 2.2.2:** Create an assessment instrument (survey) that will allow for feedback.

**Performance Indicator (Strategies 2.2.1-2.2.2):** Number of mentors and mentees paired up in the program.

**Expected Outcome:** Males of color upper class persons will serve as positive role models for students of color (primarily freshmen).

**Time Line:**
- July 1-30, 2013: Submit budget request to appropriate funding support for 2013-14 programs and activities.
- July 1-December 30, 2013: Plan, organize, and possibly advertisement and recruitment phase to meet all goals and objectives.
- January-May, 2014: Contract and service phase to implement programming, activities, and support.

**Assessment Procedure:** Director will recruit and evaluate the Minority Male Mentoring program to determine its effective use.

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

**Objective 2.3:** Collaborate with other offices to sponsor a welcome back cultural festival at the beginning of each fall semester that would highlight the importance of UNCP’s ethnic diverse populations.

**Strategy 2.3.1:** Create a positive and welcoming environment primarily for incoming students of color, but emphasize the importance of inclusiveness.

**Performance Indicator:** Number of students from the various units attending the cultural festival.

**Expected Outcome:** A sense of community and unity will develop between UNCP’s growing diverse student populations.
**Time Line:** Submit budget request to appropriate funding support for 2013-14 programs and activities. August 1-November 30, 2013: Advertisement and recruitment phase to meet all goals and objectives. August 1: Solicit potential student diversity educators via the various social networks.

**Assessment Procedure:** Director and program staff will recruit and evaluate the BEAD program and cultural festival with support from the Diversity Community for Communities of Interest and the OMMA team.

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

**Goal 3:** Develop and administer a campus diversity climate survey as an assessment tool that will survey students, staff, and faculty attitudes and feelings on diversity, inclusion, and multiculturalism.

**Objective 3.1:** Post a diversity survey for faculty, staff, and students to complete during the fall semester.

- **Strategy 3.1.1:** Administer the survey via the Office of Institutional Effectiveness’ Qualtrics online system.

- **Performance Indicator:** Number of students, faculty, and staff responding to the survey.

- **Expected Outcome:** Depending on the responses, implement new policies that address issues/concerns brought out in the survey.

- **Strategy 3.1.2:** Review the survey as a way to monitor the attitudes of diversity, cultural awareness, and overall comfort level of faculty, staff, and students.

- **Performance Indicator:** Number of students, faculty, and staff responding to the survey.

- **Expected Outcome:** Depending on the responses, implement new policies that address issues/concerns brought out in the survey.

**Time Line:** July 1-30, 2013: Submit budget request to appropriate funding support for 2013-14 programs and activities. August 1-September 30, 2013: Advertisement and recruitment phase to meet all goals and objectives. October 1-December 30, 2013: Administer survey and collect data.
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 4: Establish an Associate Director position and/or Graduate Assistantship for Multicultural and Minority Affairs.

Objective 4.1: Develop/create programs or services that will enhance the mission of the Multicultural Center and the Office of Multicultural and Minority Affairs.

Strategy 4.1.1: Allow the Associate Director or GA 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, 2013: Submit budget request to appropriate funding support for 2013-14 programs and activities. August 1-December 1, 2013: Advertisement, recruitment, and hiring phase to meet all goals.

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.
Mission Statement: The Police and Public Safety Department at UNC Pembroke is committed to providing professional law enforcement and public safety services to the campus community. Through the implementation of technology, officer training, dedication, strong work ethics, and by working as a team, the department will be a leader among campus law enforcement agencies.

Goal 1: Strengthen Departmental Internal Communications

Objective 1.1: Increase the quality and quantity of information sharing within the department.

Strategy 1.1.1: Improve information sharing system between supervisors, investigative units, and field officers.

Strategy 1.1.2: Utilize existing technology (Police Pak) to document progress on incidents and investigations.

Strategy 1.1.3: Improve utilization of departmental use of technology i.e. police listserv, webmail, Maxient, and Police Pak for communication and information gathering.

Strategy 1.1.4: Develop a fixed schedule for monthly supervisor and departmental meetings

Performance Indicator: Weekly review of the dissemination of information and building of information within the various software programs existing within the department.

Expected Outcome: Department staff will have knowledge of events, activities, ongoing investigations, and information on training offered.

Time line: August – December 2013

Assessment Procedure: Monitor event schedules to ensure supervisor are providing coverage for special events and programming.

Use of Assessment Data: Data will provide insight as to where problems exist in the communication dissemination within the department.

Goal 2: Advance Clery Act reporting capabilities through training and technological enhancements.
**Objective 2.1:** Efficiently gather and report on Clery Act data for the university.

**Strategy 2.1.1:** Build upon or replace existing systems of maintaining Clery statistics to increase efficiency.

**Objective 2.2:** Strengthen relationships within the UNCP community who are responsible for Clery Act reporting data.

**Strategy 2.2.1:** Review and develop a formatted training program for the UNCP community and a means to gauge participants in the knowledge gained.

**Strategy 2.2.2:** Use technology to capture and quantify data from those responsible for Clery Act reporting data within the UNCP community.

**Performance Indicator:** Monthly review of Clery statistics will show an increase of knowledge gained and the influence of technology in ease of reporting.

**Expected Outcome:** The UNCP community will become aware of reporting responsibilities and the collection of data as required by Clery.

**Time line:** August – December 2013

**Assessment Procedure:** Monthly review of Clery statistics and ensuring Campus Security Authorities are properly trained in accordance to the Clery Act.

**Use of Assessment Data:** Reviews will ensure CSAs are properly trained and reporting is easier through the use of technology.

**Goal 3:** Improve officer excellence through advanced training and equipment upgrades.

**Objective 3.1:** Seek and provide advanced and specialized training and equipment for members of the department.

**Strategy 3.1.1:** The department will query and catalog county, state, and federal agencies to ascertain the most advanced training for its members.

**Strategy 3.1.2:** Develop a process for the rotation and upgrading of all department and personal equipment.
**Performance Indicator:** Implementation of professional development courses and equipment upgrades will provide officers with the skill and ability to complete task efficiently

**Expected Outcome:** Task and incidents resolved or completed with less direct supervisor direction with officer professionalism displayed in community interaction

**Time line:** August – December 2013.

**Assessment Procedure:** Monitor officer trainings to ensure that officers are taking full advantage of training offered. Officer should be able to exhibit the acquired training to the benefit of the department and university

**Use of Assessment Data:** Data will provide administration with insight into the development of each officer and his/her skill set
Office of Student Conduct
Goals and Objectives for 2013-2014

Mission Statement: The mission of the Office 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.

Performance Indicator: 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.

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

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: Students will understand that there are consequences for inappropriate behavior and will gain knowledge regarding making better decisions. Few students will repeat violations.

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.

Expected Outcome: Students will understand that there are consequences for inappropriate behavior and will gain knowledge regarding making better decisions. Few students will repeat violations. Student 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, and various other constituents, 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.

Performance Indicator: Daily record keeping is required and a report is generated monthly. A final report will be completed at the end of each semester.

Expected Outcome: Accurate judicial information will be available.

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

Performance Indicator: Daily record keeping is required and a report is generated monthly.

Expected Outcome: Accurate judicial information will be available. Appeals will be processed in a timely manner.
Strategy 1.3.3: Post sanctions and registration/transcript holds daily.

Performance Indicator: Daily record keeping is required and a report is generated monthly. A final report will be completed at the end of each semester.

Expected Outcome: Accurate judicial information will be available. Sanction deadlines and suspensions will be monitored.

Strategy 1.3.4: Send certified letters and parent notifications.

Performance Indicator: Daily record keeping is required and a report is generated monthly.

Expected Outcome: Accurate judicial information will be available.

Strategy 1.3.5: Populate the UNC Suspension and Expulsion database.

Performance Indicator: Daily record keeping is required and a report is generated monthly.

Expected Outcome: Accurate judicial information will be available. Sanction deadlines and suspensions will be monitored.

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 monthly. A final report will be completed at the end of each semester.

Expected Outcome: Accurate judicial information will be available.

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.
**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.

**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.

**Time Line:** Fall and spring semesters 2013-14

**Assessment Procedure:** For presentations to faculty and staff, follow up in person or in writing to determine if the presentation meet the needs of the group and request any suggestions for additions to the presentations. For presentations to students, follow-up with professors in person or in writing to determine if the participants in the classes learned from the presentations.

**Use of Assessment Data:** The data collected will be used to adjust and strengthen the respective presentation and will also be used to determine if other similar presentations should be made in the future.

**Goal 3: Continue to meet “Best Practices” related to policies and procedures.**

**Objective 3.1:** Continue to edit and update the various policies and procedures for the Office of Student Conduct and the Admissions Safety Review Committee.

**Strategy 3.1.1:** Research other institutions’ 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, 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 2014

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.
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 care services to students with a strong emphasis on prevention including, but not limited to, affordable health care services, health screenings, and health education.

Objective 1.1 Hire a Nurse Practitioner to work 10 months per year (August-May) beginning with the fall/spring 2013-14.

Strategies 1.1.1: Recruit individual with relevant work experiences, personal skills, competencies, and professional credentials.

Performance Indicator: Position will be advertised in local paper.

Expected Outcome: Several qualified nurse practitioners will be interested and apply for the position.

Strategy 1.1.2: Hire a qualified North Carolina approved nurse practitioner.

Performance Indicator: Nurse practitioner will be hired to work 10 months/year in Student Health Services.

Expected Outcome: To have a qualified Nurse Practitioner that has work experience and applies effective practices to meet the needs of UNCP students.

Objective 1.2: Strengthen and enhance current health educational programs/services that encourage/assist students in developing healthy lifestyles that enhance their intellectual and personal growth and development.

Strategy 1.2.1: Provide outreach activities on health related and prevention topics in collaboration with other UNCP departments, in residence halls, freshman seminar classes, University Center, and Student Health Services.

Performance Indicator: Students and student organizations will inquire and participate in wellness programs.

Expected Outcome: Increased program participation.
Strategy 1.2.2: Recruit, retain, and strengthen Peer Educators to participate in the Peer Educator Program (Aware).

**Performance Indicator:** Students will register/join the Aware organization.

**Expected Outcome:** A strong Peer Educator group who enjoy helping with wellness programming.

Strategy 1.2.3: Involve Peer Educators and Nurse Educator in developing and facilitating new health education programs.

**Performance Indicator:** Programs will be developed that interest the students.

**Expected Outcome:** Programs will be developed and facilitated by Peer Educators and the Health Educator.

Strategy 1.2.4: Offer various health screenings, HIV screenings, STD screenings and blood pressure screenings.

**Performance Indicator:** Appointments will be available for all those interested.

**Expected Outcome:** More students will receive wellness screenings.

Strategy 1.2.5: 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 paperwork.

**Performance Indicator:** Number of students that participate in the family planning program.

**Expected Outcome:** Increased healthier lifestyle choices.

Strategy 1.2.6: Annual Pembroke Day Health Fair.

**Performance Indicator:** New agencies will be invited to attend the Pembroke Day Health Fair.

**Expected Outcome:** More agencies will participate than in previous years. Increase in health screenings offered.
Strategy 1.2.7: Health education brochures/bulletin boards in waiting area and at health programs.

Performance Indicator: Brochures will be made available in alternative format as needed.

Expected Outcome: More educational brochures will be available to students.

Objective 1.3: Expand program marketing and advertising.

Strategy 1.3.1: Promote, advertise, and use social media to recruit students to engage in health promotional activities.

Performance Indicator: Students will participate in programs.

Expected Outcome: Increase in participation.

Strategy 1.3.2: Involve student groups and student organizations in various programs.

Performance Indicator: Number of organizations involved.

Expected Outcome: Student organizations will be involved in at least three programs.

Time Line: Services and programming will be reviewed annually.

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.

Use of Assessment Data: Director will evaluate data to make changes and to increase health services as needed.

Goal 2. Provide students and parents with information regarding N.C. Immunization Requirements and the 2013-2014 UNC System insurance plan.

Objective 2.1: Ensure that all students enrolled in the university meet all North Carolina Immunization Requirements.

Strategy 2.1.1: 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 2.1.2:** 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:** Students will complete health forms before the July 1 deadline.

**Strategy 2.1.3:** 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 before the 30 day deadline.

**Strategy 2.1.4:** Input and look up immunizations in the North Carolina Immunization Registry (NCIR).

**Performance Indicator:** Number of students non-compliant at the 30 day deadline. Students who are non-compliant will be checked for immunizations in NCIR before getting withdrawn from classes.

**Expected Outcome:** All students will comply with the N.C. immunization law.

**Objective 2.2:** Provide information to students regarding premium changes and benefit changes to the 2013-2014 insurance plan.

**Strategy 2.2.1:** Develop flyers, posters, post cards, yard signs, and tabletops to distribute campus wide.

**Performance Indicator:** Information will be distributed over campus. Students will be made aware of the insurance company change.
Expected Outcome: Students will receive information regarding changes to the 2013-2014 insurance plan.

Strategy 2.2.2: Present and handout brochures during the new student orientations.

Performance Indicator: Number of new student orientations.

Expected Outcome: Students and parents will receive information regarding new insurance plan.

Strategy 2.2.3: Encourage students to use the student insurance web-based services to enroll and review benefits.

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 2.3: Provide information to students and parents on the procedure for waiving school insurance.

Strategy 2.3.1: Provide handouts during New Student Orientation to every student and parent on the waiver procedure.

Performance Indicator: Number of waivers completed before deadline.

Expected Outcome: Students and parents will waive the insurance before deadline.

Strategy 2.3.2: Enhance and improve waiver instructions on the SHS website.

Performance Indicator: Fewer complaints on the waiver process.

Expected Outcome: Students will find it easier to waive their insurance.

Strategy 2.3.3: Send official emails from the Vice Chancellor for Student Affairs office reminding students of the waiver process and deadlines.

Performance Indicator: Number of waivers before deadline.
**Expected Outcome:** Complaints will decrease from students about not being informed of the waiver deadline.

**Objective 2.4:** Provide training to UNCP Student Health staff regarding the new insurance plan.

**Strategy 2.4.1:** Provide in service to staff on new enhancements and web base services available to students and to staff.

**Performance Indicator:** Staff will become knowledgeable regarding the new insurance company (Blue Cross Blue Shield) and the new enhancements.

**Expected Outcome:** Staff will be able to answer questions about the changes in the new insurance plan.

**Time Line:** Immunization requirements and insurance policy will be reviewed annually.

**Assessment Procedure:** Director will meet with North Carolina Association of Insurance Agents and UNC-GA to review the 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 that UNCP students have adequate insurance coverage and that students are informed of changes in insurance coverage.

**Goal 3:** Utilize the patient satisfaction survey as an assessment tool that will focus on students’ feelings regarding health services.

**Objective 3.1:** Utilize Campus Labs to survey, evaluate, and assess services, programs and etc.

**Strategy 3.1.1:** Continue developing program evaluation surveys through Campus Labs.

**Performance Indicator:** The number of surveys developed.

**Expected Outcome:** Each program will have an evaluation survey.

**Strategy 3.1.2:** Revise and continue distributing satisfaction surveys to students after services have been rendered and after programs.
Performance Indicator: Number of surveys completed.

Expected Outcome: Student Health Services will have an 85% or greater patient satisfaction rating based on feedback from student surveys.

Strategy 3.1.3: Use Campus Labs 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.

Time Line: Services and programming will be reviewed annually.

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 screenings will also be reviewed.

Use of Assessment Data: Director will evaluate data to make changes and to increase health services as needed.

Goal 4: Support the personal and professional development of the staff to complement the health services provided.

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: Encourage continuing education and allow staff to attend in-service trainings, workshops, online training and conferences.

Performance Indicator: Each staff member will be able to serve student's needs by continuing their professional development.

Expected Outcome: Staff will have a wide range of knowledge with trends and issues related to college health.

Strategy 4.1.2: Budget and allow time for staff professional opportunities.
Performance Indicator: Monies will be available for training and workshops.

Expected Outcome: Staff will attend training as available.

Strategy 4.1.3: Encourage effective individual communication and team building concepts.

Performance Indicator: Professional staff will attend appropriate conferences, in-service training, and renew their nursing certifications. Staff meetings will be conducted on a regular basis.

Expected Outcome: Staff will gain all needed continuing education credits to keep licenses and be aware of 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.

Use of Assessment Data: Director will encourage professional staff development and evaluate training programs.
Office of Student Involvement and Leadership
Goals and Objectives for 2013-14

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, 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, beyond the LLC, with leadership training, education, and developmental opportunities.

Strategy 1.1.1: Operationalize the Emerging Leader program.

Performance Indicator: Regular weekday seminars providing leadership capacity building content that parallels the LLC curriculum.

Expected Outcome: First-year students beyond the LLC expand their leadership capacity.

Strategy 1.1.2: Collaborate with faculty and/or staff to take students on leadership focused destination (Washington DC, Atlanta, Charleston, etc) overnight trip(s).

Performance Indicator: At least one overnight leadership focused destination trip takes place during the academic year.

Expected Outcome: Students will be exposed to a broad-based leadership and cultural experience.
Strategy 1.1.3: Present an ‘adventure leadership’ program to include a mix of outdoor-type experiences – rock climbing, white water rafting, sailing, ropes course, etc..

**Performance Indicator:** At least two experiences take place during the academic year.

**Expected Outcome:** Students will be exposed to an alternate context within which to learn leadership.

Strategy 1.1.4: Disseminate and use the office’s definition of leadership that ties to leadership theory and office and institutional missions.

**Performance Indicator:** Definition is shared during every leadership program as a foundational introduction.

**Expected Outcome:** Students, faculty, and staff will use common and consistent leadership language to frame experiences and understand leadership concepts.

**Objective 1.2:** Develop and provide student organizations with regular leadership training, education, and developmental opportunities to expand their leadership capacity in support of broader and more effective student involvement and leadership on campus.

Strategy 1.2.1: Host and prepare both individual students and student organizations for participation in a student involvement fair within the first 30 days of each semester.

**Performance Indicator:** Students attend and learn about effective involvement and leadership practices, concepts, resources, and structures within the university community to support their work.

**Expected Outcome:** Increased student involvement and engagement as measured by organization membership and student engagement with office support mechanisms.

Strategy 1.2.2: Host at least two student organization member/office training sessions per semester.

**Performance Indicator:** Members/officers attend and learn effective involvement and leadership practices, concepts, resources, and structures within the university community to support the work of student organizations.
**Expected Outcome:** Organizations members/advisors will be able to articulate the value of, and effectively support, student involvement and leadership development using the offices leadership language.

**Strategy 1.2.3:** Develop interactive support structures for student organization advisors.

**Performance Indicator:** Advisors learn effective involvement and leadership practices, concepts, resources, and structures within the university community to support the work of students.

**Expected Outcome:** Organizations advisors will be able to articulate the value of, and effectively support, student involvement and leadership development using the offices leadership language.

**Strategy 1.2.4:** Implement a student organization and leadership awards program that supports and rewards the involvement and leadership outcomes espoused by the office.

**Performance Indicator:** An awards program is made public at the beginning of the fall semester and awards are presented at the end of the academic year.

**Expected Outcome:** Students, advisors, and organizations are recognized for, and thus encouraged to engage in, efforts reflecting the involvement and leadership outcomes espoused by the office.

**Time Line:** Processes are in place to begin in the fall semester and continuing throughout the year.

**Assessment Procedure:** Needs assessment and learning outcome data, including surveys and focus group meetings, will inform support structures, processes, and development and learning opportunities.

**Use of Assessment Data:** The data will be included in the annual report and reviewed to determine effectiveness of resource development and student awareness.

**Goal 2:** Bring awareness to weekend opportunities for students to remain on campus.

**Objective 2.1:** Support ACE in the development and marketing of on campus weekend programming.

**Strategy 2.1.1:** Encourage ACE to host on campus programs on weekends.
Performance Indicator: ACE hosts on campus programs on weekends.

Expected Outcome: Students are provided with student-driven, weekend-based programs to attend.

Objective 2.2: Coordinate three Weekends @ Pembroke per semester.

Strategy 2.2.1: Collaborate with other offices on campus to create an ensemble of opportunities.

Performance Indicator: Opportunities are presented in collaboration with or separately by other offices.

Expected Outcome: Additional opportunities are available on specified weekends.

Strategy 2.2.2: Consolidate and publicize information about events and activities occurring during the Weekends @ Pembroke.

Performance Indicator: Two weekends per semester are identified for coordinated faculty/staff-driven, weekend-based programs to attend.

Expected Outcome: A variety of offices contribute programmatic options that encourage students to remain on campus for the designated weekend.

Strategy 2.2.3: When appropriate, shift OSIL-sponsored leadership and other programmatic opportunities to these identified weekends.

Performance Indicator: OSIL sponsors events on identified weekends.

Expected Outcome: Students have access to leadership and other programmatic opportunities sponsored by the OSIL on targeted weekends.

Time Line: Weekends will be identified and publicized by the start of each semester. Planning and publicity will be ongoing.

Assessment Procedure: Needs assessment, attendance counts, and satisfaction surveys will inform effectiveness of weekend programming.

Use of Assessment Data: The data will be included in the annual report and reviewed to determine effectiveness and how campus wide weekend programming efforts can be enhanced.
University Center and Programs  
2013-2014 Goals and Objectives

**Mission Statement:** 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: Provide and continually review student center programs and services in order to meet the needs of the student/campus community and identify potential changes and enhancements.

**Objective 1.1:** Provide a comprehensive slate of programs and services that are student-centered and appeal to a wider audience which will increase traffic, tradition, and pride in the student center.

**Strategy 1.1.1:** Plan and execute one weekend program per semester in the JBCUC in support of the Student Affairs initiative to increase weekend programming for students.

**Performance Indicator:** Students remain on campus during the weekend and participate in events held in the JBCUC.

**Expected Outcome:** The culture of the campus changes, more students choose to remain on campus over the weekend, and traffic counts in the JBCUC increase.

**Strategy 1.1.2:** Incorporate the UC and Programs brand on all promotional materials and other communications (including email, etc.)

**Performance Indicator:** 100% of new promotional materials and communications will include the brand.

**Expected Outcome:** The campus will associate the brand with the department and easily identify those programs and services of the department.

**Objective 1.2:** Create a positive and collaborative campus climate by strengthening existing ties, identifying and implementing new and intentional collaborative opportunities with other departments and organizations within Student Affairs.

**Strategy 1.2.1:** Collaborate with the Office of Greek Life to offer the Welcome Wagon activities on the first two days of classes.

**Performance Indicator:** Number of students who participate; Number of
Student Affairs and other departments that participate; Response from participants will be evaluated to determine the success of the program; Student Affairs leadership team will develop a list of current collaborative opportunities that exist.

**Expected Outcome:** Other Student Affairs offices will participate resulting in a high impact program; students will meet Student Affairs staff and establish a relationship and affinity for the division; establishment of a tradition.

**Strategy 1.2.2:** Develop a stronger working relationship with the Association of Campus Entertainment through the co-sponsorship of Hump Day activities.

**Performance Indicator:** Performance will be based upon the number of students who attend the activity and the feedback received from the participants. The university center director, assistant director of student involvement and leadership and the ACE leadership will provide feedback and evaluation regarding student response to the Hump Day activities.

**Expected Outcome:** Hump Day activities will be expanded and student participation will increase; additional collaborative efforts will be considered; increased communication will lead to greater program offering efficiencies without the duplication of programs.

**Time Line:** Beginning of 2013-14 academic year/ongoing.

**Assessment Procedures:** Utilizing Campus Labs, Qualtrics and other assessment tools (including focus groups, one-on-one conversations, suggestion forms, committee and council response), program participants and patrons will be surveyed for feedback to determine what programs and services meet the needs of students and identify any that need to be eliminated; review and compilation of data for inclusion in annual reports; progress evaluations conducted in conjunction with Facilities Management; policy assessment and customer satisfaction reviews.

**Use of Assessment Data:** To improve the overall quality of programs and services; increase student engagement; and contribute to student success.

**Goal 2:** Support the design, development, programmatic and aesthetic enhancement of the James B. Chavis University Center to promote engagement, improve student life on campus, and ensure that the student center continues to evolve into the principal campus gathering place.

**Objective 2.1:** Develop a comprehensive project scope that assists with the effective planning of facilities, process improvements and
communication of facility enhancement plans.

Strategy 2.1.1: Visit other campus student centers for ideas and develop a phased action plan for implementation of recommendations based on site visits.

Performance Indicator: Review feedback from tour participants to identify areas that need to be addressed and determine the feasibility of the recommendations.

Expected Outcome: The JBCUC will have an initial plan to address cosmetic improvements based on feasibility, need and budget. UNCP colors, mascot, motto and nickname will be incorporated into the facility.

Strategy 2.1.2: Collaborate with Facilities Management Office to plan the enhancement project, assess space utilization, and improve processes.

Performance Indicator: The university center director, vice chancellor for student affairs and assistant vice chancellor for facilities management will review the project scope and determine a timeline; surveys of facility users.

Expected Outcome: University Center and Programs staff will ensure the successful completion of the project within the agreed upon timeframe; programmatic support will improve; master plan for facility improvements.

Objective 2.2: Conduct a detailed market analysis of the center to determine what facility enhancements can be made that will improve the facility and encourage students and student organizations to use the facility.

Strategy 2.2.1: Partner with professional facility planning and program management firm to conduct a facility analysis/space assessment.

Performance Indicator: A detailed market analysis of student, faculty, and staff demand for facilities, programs, and services, as well as the development of facility concepts to meet the identified demand.

Expected Outcome: Facility deficiencies will be identified; facilities will be better utilized; improved space configurations and a change in the programmatic function/use of space; a more student-centered facility with updated look, furnishings and amenities that meet the needs of a diverse campus community.

Time Line: Beginning of 2012-2013 academic year/ongoing.
**Assessment Procedures:** Utilizing Campus Labs, Qualtrics and other assessment tools (including focus groups, one-on-one conversations, suggestion forms, committee and council response), program participants and patrons will be surveyed for feedback to determine what programs, services and facility upgrades are needed to improve the overall department and facilities; review and compilation of data for inclusion in annual reports; conduct a progress evaluation with Facilities Planning.

**Use of Assessment Data:** To improve the overall quality of the facility and make changes as necessary; policy assessment and customer satisfaction reviews; pending items will be time-lined and inventories replaced; number of programs offered, number of participants, number of patrons using facilities will increase; improvements to facility configurations.

**Goal 3: Implement Phase III of the Event Management System (EMS) including the creation of a video tutorial for the Facilities Reservation System (FRS) and the development of a campus-wide facility use policy.**

**Objective 3.1:** The remaining identified facilities will be brought online.

**Strategy 3.1.1:** Meet with facility managers to determine who would benefit from being added to EMS.

**Performance Indicator:** Identification of facilities and inclusion of facilities in the FRS.

**Expected Outcome:** Accurate counts for facility usage; efficient and effective room reservation procedures with fewer scheduling conflicts; consistent policies and policy enforcement that fosters the campus culture that everyone follows the same scheduling rules; more facilities will be added to the EMS system.

**Objective 3.2:** Develop a campus-wide facility use policy.

**Strategy 3.2.1:** Review policies of other campuses within the UNC system to draft a policy.

**Performance Indicator:** Prepare and present a policy draft to the vice chancellor for student affairs for review, consideration and approval.

**Expected Outcome:** A consistent campus-wide policy will be adopted that improves processes and programmatic function of facilities; priority use of facilities will be determined; a charge for student fee funded facilities will be implemented resulting in a revenue source to support operations.
Strategy 3.2.2: Evaluate facility usage policies to make student center spaces more accessible for student organization and student affairs programming.

**Performance Indicator:** Create priority usage tiers; work with Facilities Operations setups staff to identify ways to accommodate requests.

**Expected Outcome:** Will be able to accommodate more facility requests; student-fee funded facilities will be used to accommodate student programs first.

**Objective 3.3:** Provide a video resource/refresher for FRS web users.

**Strategy 3.3.1:** Create an online tutorial that will provide FRS users access to a quick reference online resource that will improve the efficiency of utilization of FRS.

**Performance Indicator:** Calls for assistance to the FRS administrator regarding troubleshooting issues will be reduced.

**Expected Outcome:** More efficient utilization of FRS.

**Objective 3.4:** Implement campus-wide vehicle reservations through EMS.

**Strategy 3.4.1:** Develop a plan with Facilities Operations to schedule Motor Pool vehicles through FRS.

**Performance Indicator:** Users will reserve Motor Pool vehicles through FRS. The FRS administrator and the facility superintendent will provide feedback and evaluation regarding user’s response to vehicle reservations through FRS.

**Expected Outcome:** Streamlined vehicle reservations; easier scheduling with fewer conflicts; improved processes, efficiency and effectiveness.

**Time Line:** 2012-2013 academic year/ongoing.

**Assessment Procedures:** 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; updated and consistent procedures that adhere to the campus-wide facility use policy.