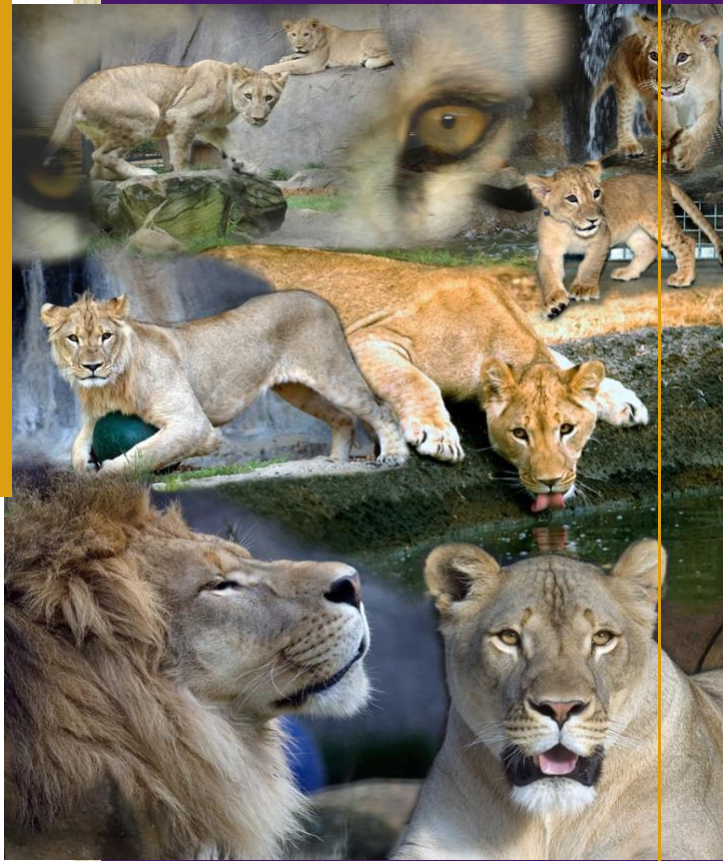


**DIVISION OF
STUDENT
AFFAIRS**

**2015-2020
Strategic Plan
Evaluation**



**UNIVERSITY
OF NORTH
ALABAMA**

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DIVISION VISION, MISSION, AND CORE VALUES

VISION

Developing Leaders, Inspiring Success

MISSION

Student Affairs promotes lifelong development, healthy living, leadership, integrity, employability, and civic responsibility in a global society.

CORE VALUES

As professionals committed to students, student affairs staff members exhibit the following core values:

- Integrity – we adhere to professional standards of personal, academic, and intellectual integrity.
- Community – we embrace the diversity of cultural backgrounds, personal characteristics, and life situations represented in this community.
- Social Justice – we value and inspire a just and equitable environment for the free expression of ideas, opinions, thoughts, and differences in people. We understand that our actions serve as an example to students and therefore, we will challenge actions that may be harmful to and/or diminish the worth of others.
- Respect – we display respect for the rights and dignity of all; and,
- Responsibility – we exhibit a high level of responsibility to self, to others, and to the community.

OVERARCHING GOALS

In an effort to provide consistent and unified efforts toward excellence in serving students, all departmental goals are connected to the following overarching UNA Student Affairs goals.

- Meet or exceed CAS Standards and/or applicable professional organizations standards through programs and services that prepare students for lifelong civic engagement, wellness, social responsibility, and global awareness.
- Develop and fully implement a student affairs business model that addresses funding, branding, and marketing.
- Implement purposeful, directed university-wide systems that integrate student affairs programs, services, and activities into students' academic experiences.
 - Co-curricular Educational Model
 - Intentional collaborative programs and systems across divisions
 - Proactive educational training – alcohol education, Title IX, student conduct standards, etc.
- Provide accessible, up-to-date facilities and technology for all Student Affairs departments, programs, and services.
- Establish intentional programs and structures for professional development and mentoring of students and new professionals.
 - Student Affairs Professional Development Committee

DIVISION MOTTO

*We are **EPIC** - Engaged, Prepared, Invested, Collaborative*

DEPARTMENTAL GOALS

Assistant Vice President for Student Affairs & Title IX

- Increase staffing to comply with Title IX and the VAWA amendments, including a full-time Coordinator for Education and Prevention for alcohol and other drugs, sexual violence, and bystander intervention; a full-time Investigator dedicated to Title IX investigations, and a full-time Victim’s Advocate (or a contractual agreement with a local agency to serve as a victims’ advocate).

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation
- Numbers of reports and cases that required follow-up, regardless of if they led to adjudication.
 - This provided data to show a dedicated full-time employee was needed for Title IX versus having an employee juggling Title IX along with other key responsibilities as the Assistant Vice President for Student Affairs.

	Dating/domestic violence	Sexual Assault	Sexual Exploitation	Sexual Harassment	Stalking	Other	Total
2014	3	2	0	1	1		7
2015	4	3	3	3	1		14
2016	8	11	0	2	2		*23
2017	10	5	2	3	2		*22
2018	14	18	3	14	3	7	*59

*In Fall 2015, we implemented the Bystander Intervention Program, which educated students on Title IX and its available resources. We believe case numbers increased based on the strategic campus communication and education regarding intervention and reporting.

- Number of educational programs implemented.
 - This provided data to show a dedicated full-time employee was needed for Title IX versus having an employee juggling Title IX along with other key responsibilities as the Assistant Vice President for Student Affairs. Education, prevention, and training are required to comply with federal regulations.
 - 2016-2017: 75 educational programs or trainings
 - 2017-2018: 95 educational programs or trainings
 - 2018-2019: 129 educational programs or trainings

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- August 2016: Hired Graduate Assistant for the Offices of Title IX and Student Conduct.
- Summer 2018: Vice President for Student Affairs resigns; interim Vice President for Student Affairs is hired.
- Early 2019: Funding secured to hire an Educational and Prevention Coordinator for the areas of Student Conduct and Title IX.

- May 2019: Graduate Assistant is hired as the Education and Prevention Coordinator for Title IX and Student Conduct.
- Summer 2019: Based on the caseload and the education and prevention required to meet Title IX Compliance, a decision was made to refocus the goal to increase staffing by hiring a full-time Title IX Coordinator in lieu of it being a stipend role where the individual had other significant work responsibilities.
- July 2019: Education and Prevention Coordinator resigned; position not replaced.
- December 2019: Hired a full-time Title IX Coordinator.
- Spring 2020: Discussions resumed about hiring a full-time Title IX Investigator; however, those conversations were halted due to the COVID-19 Pandemic.

Planned actions or improvements if goal partially met: With the new Federal Regulations put in place in 2020, there is still a need to have a full-time Title IX Investigator.

Rationale if goal unmet: Based on the numbers of reports, caseload, and education/training, the goal was revamped to have a full-time employee solely dedicated to Title IX compliance. Full-time Title IX Coordinator and Compliance Administrator was hired in December 2019.

- Increase funding for SOAR (Student Orientation, Advisement, and Registration), Greek Life, and Student Media to remain competitive in recruiting and retaining students.

Goal Met (Yes, No, Partially): No

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Evaluated the budget expenses compared to the budget income for SOAR.
- Evaluated the Greek Life budget compared to other institutions.
- Evaluated the student scholarships for Student Media compared to the tuition increases.
- On average, 95-96% of SOAR attendees matriculate to UNA after attending SOAR. Data is pulled from Office of Institutional Research reports.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- SOAR budget requests were submitted in 2014 and again in 2017 through the University Strategic Planning and Budget Study Committee. Both requests were denied. Thus, the following SOAR fees were raised in 2018:
 - Freshman fee raised from \$85 to \$100.
 - Transfer fee raised from \$45 to \$50.
 - Transfer guest fee was raised from \$15 to \$20.
- Implemented cost-saving measures for SOAR:
 - ROTC sponsored the purple backpacks for students.
 - Listerhill sponsored red backpacks for guests.
 - Listerhill sponsored name-badge holders for students and parents.
 - Fraternity and Sorority Life sponsored late-night dinner.

- Quality Enhancement Plan sponsored the afternoon snack mix and mingle with faculty and SOAR.
- University Program Council sponsors last-night programming.
- Discontinued attending NODA and sending students to the Southern Regional Orientation Workshop (SROW).
- Campus Departments pay \$100 for their page in Mane Book.
- Cut Freshman SOAR program to 1.5 days to remove a meal.
- Greek Life budget requests were submitted in 2014, 2016, and 2017. All requests were denied.

Planned actions or improvements if goal partially met:

- Continue to develop budget proposals for consideration for the Greek life area. Provide data on Greek population that supports the need for funding.

Rationale if goal unmet:

- All budget requests for SOAR and Greek Life funding were denied.
- Student Media was realigned with Academic Affairs under the College of Arts and Sciences in 2017; therefore, budget responsibilities transitioned.

Career Planning and Development

- Expand staff structure and office space to meet NACE guidelines and to better serve all populations, and provide support to recruitment, retention, graduation and employment of UNA students and graduates.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation
- Comparison of UNA staffing with NACE guidelines

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Over the past 5 years, the Career Center (renamed in 2017) has experienced tremendous staff turnover. However, an ARC WORC Grant in 2019, allowed the Career Center to increase the strength of the staff structure to better support recruitment, retention, graduation, and employment goals.
 - The WORC grant enabled the hiring of a new staff member: the WORC Program Coordinator. Because this coordinator works closely with and provides career-related services to College of Business and Anderson College of Nursing and Health Professions students, faculty, and employers, this position now has oversight of those two colleges.
 - After unexpected staff turnover in Summer 2020, the Career Center was able to realign responsibilities and restructure two existing positions and create a new one.

- The Career Consultant for the College of Arts and Sciences and College of Education and Human Sciences will provide all services for those two colleges.
- A Career Advisor position was developed to serve first-year and undecided students and to assist with major and career decision-making.

Planned actions or improvements if goal partially met:

- As enrollment continues to climb, so does the need for additional Career Advisors and Career Consultants, especially within the 19 departments of the College of Arts and Sciences. The Career Center is considering dividing COAS into three areas of service: Arts, Behavioral Sciences, STEM.

Rationale if goal unmet: N/A

- Develop and implement a full-scale employer relations and on-campus recruiting program for UNA students and alumni that includes educational programming for upper-class students, learning outcomes, certification, and an increase of at least three co-op and/or intern offerings per year.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Documentation of Experiential Learning tracked in LionJobs.
- Discipline-specific recruitment events with required participation for graduating students in Teacher Education and Nursing.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Experiential Learning tracking of internship/experiential learning via the LionJobs system began in the Spring 2017 with the College of Business. As a result of directives from the academic dean level and one-on-one meetings/trainings with individual faculty, over the following three years the use of the EL module to document participation in student experiential learning grew slowly but reached a 79 percent increase in the 2019-2020 academic year over the previous year.

Experiential Learning	
Year	Number of Students
2016-2017	54
2017-2018	152
2018-2019	135
2019-2020	242

- Working with faculty in the College of Education and Human Sciences and the Anderson College of Nursing, career fairs designed specifically for graduating students in teacher education and nursing are a valuable experience for students and recruiters alike. With guaranteed student participation, employing organizations (school systems and

hospitals) are willing to travel to UNA to interview students for employment opportunities.

Employer Event Participation				
Nursing Recruitment Day		Teacher Recruitment Day		
2016-2017	31		2016-2017	45
2017-2018	35		2017-2018	49
2018-2019	33		2018-2019	55
2019-2020	32		2019-2020	53

Planned actions or improvements if goal partially met: In addition to continually seeking new employers to recruit UNA students, employer efforts have also been focused on alumni as they are more likely to return to campus and recruit for their own companies.

Rationale if goal unmet: NA

- Institute assessment measures to evaluate, add credibility to, and/or improve the programs and services offered by Career Planning and Development (now the Career Center) by providing accurate annual data about student usage of CPD and post-graduate activities of alumni.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Student Feedback Survey via Symplicity CSM
- First Destination Survey

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.): Support for implementing has ebbed and flowed since the implementation of its distribution via LionJobs.

Planned actions or improvements if goal partially met: A streamlined plan for distribution and follow-up for the First Destination Survey (see Example 1 attached) has been supported by the Provost and was first implemented in the fall of 2020. Additional targeted measures to increase completion of this survey are currently being proposed via the Council of Academic Deans.

First Destination Survey Responses	
2015-2016	159
2016-2017	678
2017-2018	6
2018-2019	300
2019-2020	236

Rationale if goal unmet: Collection of First Destination data is contingent upon campus “buy-in” and support from academic colleges and departments. This support has not been mandated in the past. Given the recent reorganization of the Career Center to Academic Affairs, along with a

push to link graduate success to recruitment and funding, it is expected that collection of this and other vital data will increase.

Disability Support Services

- Perform an internal and/or external audit to determine effectiveness of policies, procedures, and services, using AHEAD and CAS Standards, and implement appropriate changes based on the evaluation.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- CAS REVIEW (May 2016)
- LASSI Student Evaluations (2017, 2018, 2019)
- Data from UNA Office of Instructional Research
- DSS Student Survey (May 2018, December 2018, May 2019, December 2019)
- SWOT Internal/Student Office Analysis (Summer 2019)

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Outcome from CAS Self-Assessment Guide completed in May 2016 resulted in the establishment of internal office goals for programming, assisted in identifying office strengths, areas of improvement, and development of an action plan moving forward, including placing the DSS mission statement in a more visible place on the website, ordering 200 copies of LASSI, produce a manual of accommodation request and office processes, and complete office renovation for accessibility.
 - UPDATES: Mission statement on the first page of the DSS website. LASSI ordered and utilized, processes documented and reviewed by legal counsel, and office renovation completed as of May 2017.
- LASSI evaluations purchased to assist with student self-evaluation of strengths and areas of improvement to assist in DSS office program development. LASSI post evaluations assisted in assessment to determine if programming helped to develop student areas of improvement.
- DSS Student Surveys utilized at the end of each semester to evaluate the effectiveness of the DSS office/programming and to identify gaps in services/programming
- SWOT analysis completed by DSS Students and DSS Staff to identify strengths, weaknesses, opportunities, and threats, which assisted in updating and reviewing the office processes and services to students and potential collaborative partners across campus and within the community.
- Data utilized from the Institutional Research Office assists in reviewing student completion rate and retention.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Implement technological advances to assist students with disabilities, including but not limited to, electronic record keeping software; classroom accessibility; and JAWs, Zoom Text, and Voice Over applications.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- DSS Student Survey (May 2018, December 2018, May 2019, December 2019)
- Demo Sonocent software analysis/student survey (Fall 2018)
- SWOT Internal/Student Office Analysis (Summer 2019)

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Electronic data system was initiated October 2018. Migration to new system completed over the next following year and a soft roll out for student use began in June 2020. Accommodation requests completed electronically beginning in fall 2020. Expected full student use expected for 2022.
- Read & Write and Claro Read originally purchased through AMAC in October 2017 and renewed again in October 2018 for the next academic year.
- Read & Write software purchased in 2020 for University access, which allows compatibility with lockdown browser.
- JAWS and Zoom Text renewal license purchased in 2019 to continue until 2021 for DSS Students to utilize within the DSS testing facility and other computer labs across campus.
- Purchased Dragon Software in 2018 for student use and began to train students how to utilize voiceover on MAC and personal computers.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Model best practices and Universal Design through use of adaptive technology, appropriately designed office space and equipment, modified lighting, and campus licenses for Read & Write Gold or Kurzweil.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- DSS Student Survey (May 2018, December 2018, May 2019, December 2019)
- CAS REVIEW (May 2016)
- SWOT Internal/Student Office Analysis (Summer 2019)
- Demo Sonocent software analysis/student survey (Fall 2018)

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Outcome from CAS Self-Assessment Guide completed in May 2016 resulted in the establishment of enteral office goals for programming, assisted in identifying office strengths, areas of improvement, and development of an action plan moving forward, including to complete the office renovation for accessibility.
 - UPDATE: Office renovation completed in spring 2017.
- DSS worked with University Communication on website development and provided a JAWS license to allow them to check website accessibility.
- DSS collaborated with Educational Technology Services to develop workshops to educate and train faculty and staff regarding accessibility and Universal Design instruction within the classroom and online.
- Read & Write and Claro Read originally purchased through AMAC in October 2017 and renewed again in October 2018 for the next academic year.
- Read & Write software purchased in 2020 for university access, which allows compatibility with lockdown browser.
- JAWS and Zoom Text renewal license purchased in 2019 to continue until 2021 for DSS Students to utilize within the DSS testing facility and other computer labs across campus.
- Campus wide energy efficient lighting initiative 2019.
- NOTE: Kurzweil not purchased as it is now considered obsolete.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

Recreational Sports and Fitness

- Analyze revenue and expenditures and propose a written plan to address changes to the recreation facility fee structure.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation
- Annual Budget and expenditure comparisons
- Proposed written plan submission

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- The University instituted a new fee structure that contributed to a budget stabilization and allowed for advanced planning.
- A tuition fee was established, and a final budget was created by the Chief Financial Officer in fall 2019.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Develop and implement a club sports risk management plan that meets National Intramural Recreational Sports Association (NIRSA) and CAS Standards and addresses liability regarding travel, medical, and safety issues.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- UNARec used up-to-date information distributed by NIRSA and CAS.
- The original handbook has been tweaked several times regarding the submission of the travel and medical information.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Fall 2017 the first Club Sports Handbook was written and included areas to address specific issues pertaining to travel, medical, and safety issues.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Develop and propose written plans for adding usable facility space for current and future programming, based on the student affairs five-year review, facility usage statistics, and programmatic trends.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- No written plan was developed or proposed.
- EBI results: 22% were satisfied with SRC's activities and programs.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- We were able to identify needs via EBI surveys and informal suggestions from students.
- Thanks to the Strategic Planning and Budget Study Committee we were able to obtain a shed for our Outdoor Program.
- We acquired a large space in Covington Residence Hall for our Gaming.
- Through relationships with Athletics, we have used the sand volleyball court, softball field, turf field.
- We collaborated with Florence City Parks and Recreation to use Veteran's Park for softball and Royal Avenue tennis courts.

- Intramural Sports conducted gaming tournaments in the Guillot University Center Lion's Den game room.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

Student Conduct and Student Affairs Assessment

- Fully implement the reorganization of the Office of Student Conduct and Student Affairs Assessment into two separate offices and ensure appropriate staffing, salaries, space, and resources consistent with CAS Standards for each office.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Personal Observations
- HR approval and actual restructure of University organization

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.): The retirement of the former Director of Student Conduct left an opportunity for the two offices to split. Unfortunately, Student Affairs Assessment was not made into its own office as initially written in the goal but was moved to the Office of Institutional Research. The Office of Student Conduct is its own office with a functional workspace, staff, and resources. The Office of Student Conduct has physically relocated a few different times in the last five years but is currently in a suite in the GUC with the Vice President of Student Affairs, Title IX, and the Case Management/CARE team office.

Planned actions or improvements if goal partially met: Continue to work with the Office of Institutional Research as needed to collect data helpful to the office for programming, graduation rates, and student progress.

Rationale if goal unmet: N/A

- In partnership with other departments within Student Affairs, and consistent with CAS Standards for student conduct programs, implement proactive educational programming related to personal responsibility and accountability, expected standards of behavior, risk management, student learning, and civic responsibility.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Personal Observations
- Programming Numbers and Participant Attendance

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- In 2017 the Office of Student Conduct and Title IX Office were able to create a full-time position for an education coordinator to work with both offices.
 - During the time that position was filled, the office of Student Conduct was able to provide a wide range of programming throughout campus and with various partners. The position was never filled after the former employee took a new job on campus and programming numbers have declined for several reasons. In 2019, the office was short staffed for several months and then in March of 2020, UNA went fully remote due to help combat the spread of Covid-19.
- Currently the office trains and offers programs with Housing and Residence Life (along with the Resident Advisors), works and trains members of the Fraternity and Sorority Life community by video, attending trainings with leadership, and overall programming.
 - Each summer we meet with students during orientation and present to parents about our office.
 - All incoming students are required to take Alcohol Edu, an online alcohol education program to help prepare students by educating them about alcohol, the dangers of alcohol use, laws surrounding alcohol, and how to help others if they are with someone under the influence.
 - The Office of Student Conduct has also taken on a more active social media presence to reach students safely and effectively about policies, ways to make smart decisions, and be good members of the UNA community.

Planned actions or improvements if goal partially met: Continue to establish an education plan for the entire academic year. Work with various departments such as UNA Police, Title IX, Housing and Residence Life, Fraternity and Sorority Life, and the divisions across campus, etc. To extend education to specific populations and reach a wider audience.

Rationale if goal unmet: N/A

- Develop and implement an assessment plan for the Division of Student Affairs that includes an intentional partnership with the Office of Institutional Research, the collection and use of data related to learning and development across CAS learning domains, and the effectiveness of student services programs.

Goal Met (Yes, No, Partially): Partially Met

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Five-year Student Affairs Assessment Plan checklist
- CAS Standards Assessment Guide
- EBI Nationally Normed Assessment Instruments
- Satisfaction Surveys

- Data from UNA Office of Institutional Research

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Prior to August 1, 2017, all departments and functional areas of the division were held accountable by the SA Assessment Office for annual goals and ongoing assessment.
- Beginning August 1, 2018, assessment has continued in SA departments, with more accountability needed for overarching evaluation of assessment and application of findings.

Planned actions or improvements if goal partially met:

- Assignment of assessment duties to designated staff member.
- Revision and implementation of three-year SA division assessment plan.

Rationale if goal unmet:

- Forced restructure of department due to retirement.
- Assessment position was eliminated by former VPSA.

Student Counseling Services

- Relocate Student Counseling Services to a modernized facility that meets IACS Standards and CAS Standards, within a 1-2 block distance from campus, with a minimum of 6 staff offices (at least 10' X 10'), a group room (at least 12' X 12'), a reception/ office manager office, a waiting room, and an employee break room.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation
- Actual physical move

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Student Counseling Services relocated from Oakview Circle behind Kilby to the newly renovated First Floor of Rice Hall in the residential section of campus. Funding was secured in October 2018 and renovations began in February 2019 and was completed May 2019. The space met all requirements set forth in said goal.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Increase the number of FTE professional and support staff to meet the IACS recommended ratio of 1:1000 (counselor to student), and to reflect the diversity of the student body at UNA.

Goal Met (Yes, No, Partially): No

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Comparison of SCS staffing patterns to student population
- IACS – V.C.1. minimum requirement standards

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

For the period of this 5 year plan the staffing patterns were as follows:

	2015	2016	2017	2018	2019	2020
FTE (clinical)	4	4	4	4	4	3
Temp. FTE (clinical)	0	0	0	0	2	0
PT (contracted clinical)	0	1	1	1	1	1
Interns	1	0	1	2	2	1
Clerical	1	1	1	1	1	1

- SCS has failed to meet the requirements of IACS standards of 1:1,000 (staff to students). Clinical staffing patterns have declined over the past 2 years due to the retirement of Director in 2019. An Interim Director was named in 2019 and remains in 2020 as the new SCS Director. However, the full-time clinical position that was rolled into the director's position was not re-filled resulting in one less clinical FTE. SCS attempted to provide clinical coverage with the addition of 2 temporary FTE providers but the positions were not approved for renewal at the end of contract.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet:

- A search was launched in 2020 to recruit another FTE licensed clinician. Due to a limited response by applicants, the search was extended once and failed the second time. It was decided that the job description would be rewritten to expand service delivery within a stepped-care model with an additional non-clinical level of care provider. This position has been approved to post in 2021.
 - Develop and implement personalized and focused professional development and training plans for all staff members, aimed at expanding clinical expertise for specialty and personal interest areas to provide cutting-edge mental health programming and support for students, faculty, and staff of UNA and community resources.
 - Contracted Psychiatric Nurse Practitioner appointments for students needing medical evaluation, medication management and crisis response. Appointments are available for same or next day intervention.
- Develop and implement personalized and focused professional development and training plans for all staff members, aimed at expanding clinical expertise for specialty and personal interest areas in

order to provide cutting-edge mental health programming and support for students, faculty, and staff of UNA and community resources.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Certifications and Licensure

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- This goal has been met. During this 5-year plan period one clinical staff received licensure for LPC supervisor and will be able to assist with the supervision of counseling practicum student and intern supervision. Another clinical staff member continues to train and pursue certification as a Certified Eating Disorders Specialist
- As a result of the Pandemic beginning in 2020 all clinical services were moved to an alternative remote telehealth platform. All clinical staff have extensively trained and have received certification in Tele-Mental Health.
- Due to the ever-changing needs of our students, this goal will be amended for the next 5-year planning period to include the implementation of a Stepped-Care Model of clinical/mental health assessment and treatment options. It is the goal of Student Counseling Services to provide quality solution focused care to all students.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

Student Engagement

- Use technology to increase leadership training opportunities and support for student organization leaders to more efficiently communicate with recognized student organizations, re-align priorities and resources, and obtain new resources for staffing, based on CAS Standards and Guidelines.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- August 2020: Began utilizing Canvas to create course content and communication for student organization leaders.
- August 2019: Realigned resources and developed new revenue streams to create a student communications graduate assistantship.

- August 2016: Realigned resources to create a graduate assistant to support Fraternity and Sorority Life Councils as well as a graduate assistant to provide support for student activities, which became full-time in 2019 thanks to realignment of the Student Activity Fund.
- August 2018: Began utilizing Presence, an organization management and participation tracking software platform that provides new resources for student leaders (as well as campus areas) to promote activities and involvement opportunities as well as track attendance.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Partner with student governing bodies to increase quality of student events by developing partnerships across the campus and with the community, providing event series and/or signature events, creating student forums to address student expectations, obtaining software to track event participation and survey attendees, and increasing standards to obtain student allocation funding.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Student Government realigned the activity fee in 2019 to fund a Student Activity Board. Additionally, the operations manual was written with clear objectives to increase event quality. It integrates campus partners in the areas of athletics, alumni, community service, diversity, inclusion, residence life, and international affairs.
- August 2018: Began utilizing Presence, an organization management and participation tracking software platform that provides new resources for student leaders (as well as campus areas) to promote activities and involvement opportunities as well as track attendance data and build a campus profile of involved students. This has been instrumental in beginning to make decisions about campus programming differently.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Use university data to create a profile of an involved student at UNA to determine future services, programs, and events and to contribute to retention of students.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Investment in the Presence software to track student participation has laid the groundwork. Campus technology infrastructure is moving at uneven speeds in critical areas for the software to be most beneficial to build a student profile. Workarounds and training have helped mitigate some challenges, and we are beginning to have a partial profile.
- It has already proved to help guide decision-making, such as adding captions to movie nights for the large international population that attends because they use them to better understand spoken English dialogue.

Planned actions or improvements if goal partially met:

- We are actively meeting with Mane Card services to try and find ways to integrate technology as well as actively working with other campus service areas that could both benefit from the software and help us build a complete profile.

Rationale if goal unmet: N/A

University Events

- Analyze auxiliary and E&G budgets and submit a written proposal to move salaries and benefits for two of the positions for University Events to the E&G budget, due to declining revenue from camps and conferences and increased need for space for Student Orientation, Advisement, and Registration (SOAR).

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Examination of Budgets over the years and consultation with VP Business Affairs

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- The Executive Director's Salary was moved to the Auxiliary line as well as all portions of that budget. The positions that were split between E&G and Auxiliary were moved to E&G making the department fully E&G reliant.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Develop and propose a written comprehensive plan to replace, refurbish, purchase, and dispose of equipment and furniture throughout the Guillot University Center (GUC) in all common spaces and the Atrium.

Goal Met (Yes, No, Partially): Partially/Continuous

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Skyfactor Satisfaction Survey (Student Satisfaction of building) Satisfaction has improved since we have made continuous improvements.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Plan made and implemented to begin renovation as funds allow to the GUC. To date, the Atrium has received new furniture, paint/color wraps. The Performance Center has been renovated with new sound, lights, paint, ceiling tiles, fixed seating, and carpet on the fixed seating risers. A plan was submitted to renovate the Banquet Halls and the Loft but has been put on hold. Paint has been completed on the 2nd floor main hallways and outside of the Performance Center. The concession stand has been fully renovated for UPC use. Smart/Zoom Classrooms have been installed in 200 and the Loft. Art Students have painted street art in the old Listerhill Bank Area. Outside seating and umbrellas have been installed in the front and back of the building.

Planned actions or improvements if goal partially met:

- Flooring needs to be addressed in the atrium and food court; the Banquet Halls still need to be addressed as do the main windows in the Atrium/Front of the building.

Rationale if goal unmet:

- Funding drives these projects. As funded, we will continue to advance the goals.

- Evaluate all student spaces (the Game Room, the “Pit” area, lounging/seating areas, etc.), in the GUC, using CAS Standards and an internal assessment, and in collaboration with the Student Government Association, develop a written plan for expansion based on the evaluation.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Skyfactor Union Survey Feedback

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Based on Game Room attendance, the expansion has been put on hold. Additional Spaces have been created in other areas in the Atrium as well as outdoor seating. The Pit has been transformed into a more collaborative work area/study area/meeting area vs. The previous dining setup, although dining is still welcomed there.

Planned actions or improvements if goal partially met:

- Continuous evaluation of space in the building with the request that the office is consulted in space use for offices/offline areas.

Rationale if goal unmet: N/A

University Health Services

- Construct a new Health Services facility or significantly update the current facility (Bennett Infirmary building) while integrating modern technology.

Goal Met? (Yes, No, Partially): Yes

- Facility Completion Date: 05/2019
- Technology Completion Date: 07/2020

Assessments used to evaluate progress toward:

- Direct Observation

Briefly describe progress toward goal:

- Relocated University Health Services from Bennett Infirmary to a newly renovated medical clinic one- and one-half blocks off campus to the Medical Arts Building at 416 N. Seminary Street.
 - Funding secured October 2018
 - Facility secured December 2018
 - Renovation started January 2019 and completed May 2020
- High-speed wireless internet supports a fully integrated electronic health record, a student health portal, touchscreen self-check-in, digital communication, automated testing, and paperless records.
 - Electronic Health Record implemented August 2017.
 - Student Portal implanted May 2019.
 - Self-registration kiosks and interfaced test reporting Summer 2020.
- Develop and implement policy changes (e.g., immunization policy) that promote the protection of public health per guidelines and recommendations of public health agencies (e.g., Centers for Disease Control and Prevention, Alabama Department of Public Health, etc.) and professional organizations (e.g., American College Health Association, American Public Health Association, etc.).

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Immunization compliance report through MedProctor. (See Example 2 attached.)
- 414 (52%) of incoming freshmen provided verified proof of immunity fall 2020 semester.

- 378 (48%) completed a waiver request or default waived for failure to provide proof of immunization.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- This is a multiyear goal to achieve herd immunity with a standard of 70% of students providing proof of immunization by 2023. Progress to goal is on task with year three in progress above 50%.

Planned actions or improvements if goal partially met:

- Strengthen the immunization policy and eliminate default waiver.
- Change from MedProctor to Medicat for immunization record management to enhance user versatility and reporting structure through existing electronic medical record system currently in place.

Rationale if goal unmet: N/A

- Develop a written plan to receive full AAAHC accreditation by 2020 and implement stages of the plan annually.

Goal Met (Yes, No, Partially): No

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Performed a gap analysis that revealed several parts of the accreditation were not applicable to our clinic.
- Completed a cost inquiry with accrediting body.
- Completed a cost effectiveness analysis: AAAHC accreditation deemed an ineffective use of limited funds with no added value. The cost of accreditation is approximately \$10,000 for a non-required credential.

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.): N/A

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet:

- Cost-benefit analysis determined this goal adds no value to UHS service delivery and quality of care.

University Police Department

- Meet or exceed the standards established by the International Association of Campus Law Enforcement (IACLEA) and obtain agency accreditation.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Comparison with IACLEA standards
- Written directives and procedures review

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Purchased PowerDMS application policy, training management, and compliance software for accreditation in 2018.
- Accreditation Manager position created Spring 2016.
- Began development of written directives to meet IACLEA standards.

Planned actions or improvements if goal partially met:

- Revise standards for clarity and relevance to desired accreditation objectives and University policies by reviewing and updating current written directives.
- Finish remaining written directives.
- Implement the necessary systems and procedures to capture compliance documentation for accreditation.

Rationale if goal unmet:

- Due to military deployment of accreditation manager and leadership changes, pursuit of accreditation has been delayed. Moving forward we will continue to revise and update procedures, finish remaining procedures, and capture documentation needed to receive accreditation.

- Consolidate dispatch operations with local agencies to be housed in the local emergency 911 Center.

Goal Met (Yes, No, Partially): Yes

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct Observation

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Formalized a contract with the City of Florence Police Department.
- Dispatch operations were consolidated with the Florence Police Department Communications in January 2019.

Planned actions or improvements if goal partially met: N/A

Rationale if goal unmet: N/A

- Expand Public Safety Institute through partnership with agencies such as the Alabama Chiefs of Police Association, Alabama Peace Officers Standards and Training Commission, the Alabama Sheriffs Association, and the University of North Alabama Criminal Justice program.

Goal Met (Yes, No, Partially): Partially, continuous

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Direct observation
- Partnerships
- Course Offerings

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Partnered with North Alabama Chiefs of Police Association for Senior Officer/Master Officer program.
- Began scheduling to host FBI-ILEEDA Leadership Trilogy classes in 2019 for 2020. Classes have been rescheduled for 2021 due to COVID-19 restrictions.
- Exported training through partnerships with various local agencies in the state.
- Have partnered with State of Alabama Attorney General's Office, Alabama Women in Law Enforcement, and other entities to present programs.

Planned actions or improvements if goal partially met:

- Due to COVID-19 pandemic and restrictions, opportunities for continued development of partnerships and training opportunities were severely limited for the majority of 2020. As restrictions and conditions improve, we will continue to pursue opportunities to develop partnerships with law enforcement agencies and organizations to provide training. We will also continue to look for opportunities to partner with the University of North Alabama Criminal Justice program to provide opportunities for students and training.

Rationale if goal unmet: N/A

- Implement a Lion 360* program for all students to cover safety topics such as protecting possessions and identity, sexual assault, controlling behavior, stalking, situational awareness, and safe travel.

Goal Met (Yes, No, Partially): No

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Programs and attendance

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Officers assigned to crime prevention and community outreach to present safety programs.

- Partnered with other departments and entities on campus to present safety programming.
- Increase in number of programs and attendance.

Planned actions or improvements if goal partially met:

- Explore web-based safety programming options to reach more students.
- Increase partnerships with other departments and entities at the University to reach more students with safety and crime prevention programs.

Rationale if goal unmet:

- Although there has been an increase in safety programming and attendance, it has not been under the name of Lion 360* program. Work still needs to be done to consolidate programs under the Lion 360* umbrella.
- Moving forward we will work to consolidate existing safety programming into a Lions 360* program and develop a marketing plan for the Lion 360* Program.

University Residences (now Housing & Residence Life)

- Increase staff to meet ACUHO-I staffing recommendations and occupancy to meet the needs of students, department, and university constituents while providing the highest level of customer and student services.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Creation of Positions
- Realignment of Department Structure

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Additional Area Coordinator position was created through departmental merger in Fall 2017.
- Coordinator for Occupancy & Business Management position was created in Fall 2015.
- Housing & Residence Life merger combined Assistant Director for Housing, Supervisor of Environmental Services, and 11 Environmental Specialist positions with existing Residence Life staff. The department changed its name from University Residences to the Department of Housing and Residence Life.

Planned actions or improvements if goal partially met:

- Additional Area Coordinator position would decrease the number of residents per AC (approximately 550 to 400), which would align with ACUHO-I and allow for intentional creation of academic-related communities.
- Create Associate Director for Housing & Residence Life position to assist with oversight of Occupancy, Facilities, Business, and Residential Education components.
- Transition Assistant Director of Residence Life position to Assistant Director of Residential Education to focus on related initiatives and strategic components.

Rationale if goal unmet: N/A

- Develop and implement a department marketing plan that includes a UNA-hosted department website, regular use of various social media platforms to positively engage students and visitors with the department, and use of assessment and evaluative data for decision-making.

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Analytics & Engagement
- Page Views
- Online Feedback
- Virtual Interactions

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- HRL has a fully functional, updated, and interactive website. Housing & Residence Life functions were combined in Fall 2017.
- Website is analyzed monthly for views and interactions. A yearly review is conducted with current students and staff to improve navigation and content.
- HRL professional staff are assigned specific social media platforms to oversee and utilize regularly.
- Overall marketing plan is regularly evaluated in conjunction with University Communication & Admissions. Photos, 360 tours, virtual content, print items, etc., are developed yearly.

Planned actions or improvements if goal partially met:

- Continue developing and evaluating overall marketing plan.
- Incorporate marketing components into the redesign of the Occupancy Coordinator position as it pertains to recruitment, room reclaim, and retention.
- Create internship opportunity that allows HRL to directly market relatable and peer-created content.

Rationale if goal unmet: N/A

- Improve training/programming/support resources for staff members by providing a staff programming resource room, comprehensive professional and student staff manuals, and a secure storage location for large equipment (department BBQ trailer, golf carts, etc.).

Goal Met (Yes, No, Partially): Partially

Assessments used to evaluate progress toward (include type of assessment and key data findings):

- Procurement of Items

- Development of Physical Space
- Creation of Manuals/Handbooks/Protocols

Briefly describe progress toward goal (include general information, pertinent milestones, dates, etc.):

- Student Staff Resource room was expanded in Fall 2016. It has since relocated and occupies an empty floor in Rice Hall.
- Comprehensive manuals and handbooks were created and continue to be developed with the addition of services, residential curriculum, and protocol development, e.g., pandemic response.
- A departmental golf cart was purchased, and storage space created in Fall 2018. The department BBQ grill continues to be utilized by the division and has not been relocated.

Planned actions or improvements if goal partially met:

- Paraprofessional and professional staff manuals continue to be developed along with orientation/procedural manuals for specific job positions.
- Student Staff Resource room will evolve with technological and resource needs. Inventory is reviewed periodically to ensure that residential community needs are met.

Rationale if goal unmet: N/A

Appendix A

University Strategic Plan – Foundation of Excellence

- 🌍 Build and Maintain a Student-Centered University**
- 🌍 Build an Enriched Academic Experience**
- 🌍 Enhance Programs that Distinguish the University**
- 🌍 Promote an Inclusive Campus Environment**
- 🌍 Support Regional Development and Outreach**



STUDENT AFFAIRS STRATEGIC PLAN 2015-2020 EXAMPLE 1

CAREER CENTER

COAD First Destination Survey Explanation / Illustration

1 – What is the FDS? First Destination Survey captures outcomes for all degree levels and provides trends data.

NACE's First Destination Survey captures information regarding how new college graduates fare in their careers within six months of graduation. The annual initiative provides clear, concise, and consistent data on the outcomes associated with a college education on a national scale. Outcomes include 1) types of employment: full or part time, contract, freelance, and so forth; 2) additional education, e.g., accepted to graduate or professional school; 3) still seeking either employment or further education; 4) and starting salary for those employed full time.

In addition to providing outcomes for individual classes, the First Destination Survey is designed to provide trends data over time to inform the discussion about the value of higher education.

2 – Who gets the data? We will provide both analyzed summary reports as well as raw data to each of the colleges for their individual graduates that can be separated by departments as well.

3 – Survey distribution

- a. Email from Deans
- b. Visit to Senior seminar courses, etc.; add to Canvas courses for these classes
- c. Attending graduation ceremonies

4 – Can be completed on the Symplicity App.

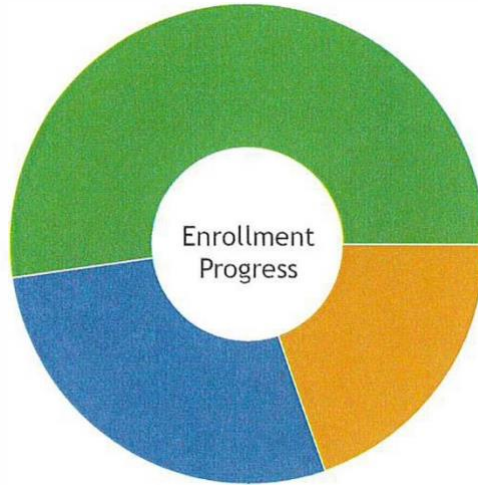
5 – "IF" data is collected by the colleges, and it can be cross-referenced within the Career Outcomes section of Symplicity and also entered into the First Destination Survey by Career Center staff.

6 – Goal is to have a singular place of collection/reporting for the entire university!

Student Affairs Strategic Plan 2015-2020 Example 2



General Population - 2020 Fall Semester



Category	Students	Percentage
Registered	156 students	20%
Completed	222 students	28%
Verified	414 students	52%