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**June 17, 2016**

**Departmental Review**

**Division of Student Affairs**

**David P. Shields, Jr.**

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 **Vice President for Student Affairs**

**Departmental Assessment**

The University of North Alabama is committed to a process of ongoing and integrated planning and evaluation. To this end, each department engages in a five-year review to ensure that departmental goals, strategies, and projected outcomes support the institution’s mission, strategic plan, and commitment to academic excellence.

Specifically, all five-year reviews should 1) incorporate a systematic review of institutional mission, goals, and outcomes; 2) review results targeted toward continuing improvement in departmental quality; and 3) document changes have occurred as a result of the review.

The Division of Student Affairs

The Division of Student Affairs includes Career Planning and Development, Health Services, Students Counseling Services, Disability Support Services, Student Conduct and Student Affairs Assessment, University Police, Recreational Sports and Fitness, University Residences, Student Engagement (including Greek Life, Student Organizations, Student Publications, Service Learning and Volunteerism, Programming, and Student Government), University Events, Summer Orientation, Title IX, and The Office of the Vice President for Student Affairs. Each department’s mission is evaluated annually, as are annual goals set by each department. Additionally, each departmental mission statement connects to the Division mission and the Student Affair’s Five-year Strategic Plan, as well as the University Strategic Plan. Mission statements, annual reports, and the Division Strategic Plan are available via the Student Affairs website at <https://www.una.edu/studentaffairs/>.

The current Five-year Review was assessed using CAS Standards (Counsel for Advancement of Standards) and additional standards set forth by related professional and/or accreditation bodies. Additionally, recommendations from the previous Five-year Review were addressed, with documentation of progress on each recommendation provided in the 2010 Review. Responses to the following six questions address departmental progress across the Division over the last five years.

1. **Provide a brief overview of departmental activities throughout the reporting period including goals and progress to achievement:**

**Career Planning and Development**

Following are primary themes related to annual action plan initiatives/goals:

* Staffing –CPD has been able to increase professional staff by 1 FTE in the form of an Employer Development Coordinator. We were also able to increase the Career Counselor to an Assistant Director role in 2013. There remain staffing needs and future proposals to fill these needs are updated yearly.
* Internships/Experiential Learning **–** Processes and policies for internships, cooperative education experiences, and professional practice have been formalized. The internship process continues to expand with the introduction of an On Campus Internship Program, fall 2016.
* Technology – career.una.edu website has been continually upgraded to include a wide variety of resources available 24/7/365 for students and alumni. In 2015, we were able to move from the modular version of LionJobs, career management system, to the full edition which includes modules for internship tracking, assessment, mock interviews, and extended job posting and tracking capabilities.
* Facilities – CPD has needed more and upgraded facilities for a number of years. The department now has a dedicated suite to accommodate staff, employer interview areas and employer hospitality. There are also plans to include in-house workshops and group programming.

**Disability Support Services**

* Adequate staffing and space: The structure of DSS has evolved to be its own department with the addition of a professional staff member and a student worker. With the addition of office space, the office is wheelchair accessible with adequate space for alternative testing and for staff activities. The dedicated area for testing allowed us to increase our technology available for students testing and to offer a quieter environment.
* Accessible text: We are in a consortium of universities to obtain digital files of books from participating publishers. There is a Braille vendor who understands the needs of disability offices and who is proficient with Nemeth Code. With software programs, we are able to create alternative text, although this is time intensive. This year, staff learned how to make a lab book, math problems and PowerPoints accessible.
* Increasing awareness of diversity issues: disability is being recognized on campus as a diverse population.
* Staff and faculty awareness: Relationships with the faculty have greatly improved over the past five years. Feedback is received that we provide meaningful services. Faculty referrals have increased. Online Learning Advisory Committee adopted an accessibility goal this year, captioning, and have made a proposal to Shared Governance. We continue to work towards education and inclusion. Plans are underway to create a Faculty letter regarding our services; this will be sent to faculty when a student presents their accommodation form.
* Data collection in this office continues to demonstrate steady growth in participation and services utilized as well as increasing student needs. We need to collect additional data regarding retention.
* Skills classes have been offered in DSS that address student learning as it relates to disabilities.
* Positive relationships have been maintained with the campus community as evidenced by increased faculty referrals, and consultation with faculty and staff regarding students with diverse learning, physical and cognitive abilities. Additionally, library staff and students were trained in how to use assistive technology.

**Health Services**

University Health Services (UHS) has an established practice of annual review of institutional, division and unit level goals, strategies, and outcome measures. This practice drives the development and refinement of new and ongoing initiatives.

Across the reporting period UHS has worked to accomplish overarching long range goals to align leadership, policy, process and service delivery to college health professional standards. Service level goals are continually focused on campus wellness, elevation of quality and service expansion. Significant progress toward these goals was demonstrated by:

* Standardizing processes and practices through the development of a comprehensive and evidence based policy and procedure manual.
* Elevating the quality and scope of care and reducing the need for primary and urgent care referrals through the addition of a full time doctoral prepared nurse practitioner and a half-time board certified internal medicine physician.
* Hiring a new director with extensive clinical and health care administration education, training and experience. The director is a registered nurse and can provide nursing services, health promotion and education in addition to administration and leadership.
* Expanding women’s health service offerings to include dispensing of birth control, increasing education, counseling and availability of pap testing.
* Providing annual flu education and awareness events and administration of approximately 900 flu immunizations to students, faculty and staff each year.
* Providing access to free voluntary testing for sexually transmitted infections. The 66% increase in testing across the review period is attributed to focused education initiatives and free confidential care and counseling.
* Strengthening of collaborative relationships the local AIDS coalition agency to facilitate early testing, diagnosis and treatment of HIV/AIDS in the student population.
* Seeking opportunities to develop internal and external collaborative relationships. A few examples of strengthened or new relationships within this review period would include:
	+ The UHS clinic as a training site for UNA nursing and health-care management students.
	+ The UHS staff serving as preceptors and mentors for nurse practitioner students through collaborative agreements with the University of Alabama-Huntsville, University of Alabama at Birmingham, Catholic University of America and Samford University.
	+ UHS collaborates with the departments of nursing, athletics and band to provide physical examinations for students
	+ UHS has an ongoing relationship with International Affairs and provides health screening, examination, TB skin tests and vaccinations for International students and Travel Abroad students and faculty.
	+ External relationships with local hospitals and state agencies are effective and ongoing.

**Student Counseling Services**

* All educational programs and content have been standardized.
* In 2011, counseling documentation was moved to electronic record to make the Counseling process an essentially “paperless” and secure process.
* SCS Policies and Procedures manual was completed. P&P will be revised by 09/30/2016
* SCS web pages were updated in 2012 and are regularly revised at least once/semester.
* A regular rotation of campus-wide awareness activities and psycho-educational programming was established.
* SCS became a free-standing SA department and moved from Bennett Infirmary to locate at 555 Oakview Circle in 2012.
* 2.83 FTE Mental Health Counselors became professional staff members at SCS from Aug, 2012- Jan, 2015.

**Recreational Sports and Fitness**

The primary goals for the Recreational Sports and Fitness Program during the preceding 5-year period included Recreation Facility Fee structure, risk management in the area of Club Sports and space utilization within the Student Recreation Center.

Regarding the structure of the Recreation Facility Fee, minimal progress was made. One of the obstacles was the change in personnel of the Vice President of Business Affairs. Time was needed for the new VPBA to comprehend what had been done by their predecessor across all budgets of the university. Some minimal progress has been made in 2015/16 by researching all expenditures of the RSFP and the yearly revenue generated under the current fee structure. Meetings with the incoming Student Government Association have also occurred.

Risk management for Club Sports was addressed minimally and on a per club basis. The absence of a dedicated person serving as University Council was a hindrance to making progress. The university now has a person in the role of University Council and meetings are planned to discuss all questions RSFP has regarding risk management.

Space utilization is an area that is reviewed annually and adjustments made to the extent possible. Within the reporting period, there have been several changes and adjustments. Due to the usage of the fitness center increasing and the size of the area being utilized, conditions were becoming unsafe at times. It was decided to move all non-electrical cardio machines to a half court in the gymnasium. The negative to this was it took that half court offline for normal recreational activities.

As the usage in the Student Recreation Center continued to increase, especially in the gymnasium area, the use of the half court for fitness activities seriously impacted normal recreational activities previously conducted in that area.

After discussion with the food service provider located within the SRC, unused space adjacent to their area was acquired. This space was converted to additional fitness space and all selectorized machines were relocated to this space. As a result of this, all non-electrical cardio equipment was moved from the half court in the gymnasium back to the original space allocated for the fitness center. Additionally, during this transition, all selectorized machines were replaced with new machines.

**Student Conduct and Student Affairs Assessment**

The majority of goals in the Office of Student Conduct and Student Affairs Assessment over the last five years were related to student conduct policy review and revision, hearing officer and other staff training, and office structure. Goals related to policy revision and conduct training were met and/or exceeded, while goals related to assessment training were not met, and goals related to office re-structure and were not addressed until 2015.

Student conduct policies and procedures were annually compared against contemporary writings, professional standards, and federal mandates and then revised accordingly. Specifically, the policies and procedures were weighed against Stoner and Lowery’s “Navigating Past the ‘Spirit of Insubordination’: A Twenty-first Century Model Student Conduct Code with a Model Hearing Script;” the Association of Student Conduct Administrators(ASCA) professional recommendations, CAS (Council for the Advancement of Standards), the National Center for Higher Education Risk Management (NCHERM) Civil Rights Investigation Model, and the Association of Title IX Administrators (ATIXA) One Policy-One Process Model. The annual reviews were conducted by an appointed ad hoc committee and approved by the University attorney when necessary. NCHERM training material for hearing officers and board members were obtained via University annual contract, and all policies and procedures were reviewed, evaluated, and revised accordingly Progress was documented by committee meeting dates and via “track changes.”

Student Conduct training goals were exceeded. Training manuals and protocols were developed and implemented over the five-year period, which include in-depth training for new staff members and ‘refresher’ training for all hearing officers. Additionally, federal mandates related to Title IX allowed more opportunities for certifications and ongoing training. Hearing officers also received ATIXA Title IX Investigator training certification, and the Director and Assistant Director received additional training and certification via ATIXA.

Due to the Student Conduct workload, new mandates related to Title IX, and the inability to separate the Assessment Office from Student Conduct, the office was not able to meet the goal, “Offer efficient, up-to-date assessment training to Student Affairs professionals through workshops, media presentations, and personal consultation that results in improved Division-wide assessment practices evidenced by outcome-based, data-driven decision-making.”

A goal to secure a budget for Student Affairs Assessment was developed in 2012, followed in 2013 with a goal and a formal request to restructure the Office of Student Conduct and Student Affairs Assessment into separate offices with each having its own office space, staff, and budgets. Due to budgetary constraints and the lack of administrative support, the goals were not accomplished. However, in May of 2015, a transition plan was submitted at the request of the VPSA and the plan is currently in progress. The Assistant Director of Residence Life position was reclassified to include a dual reporting structure, reporting to both Directors. The position duties include direct supervision of hearing officers in University Residences to Student Conduct. The Assistant Director office was also relocated to the Office of Student Conduct.

Once the offices are separated and appropriately funded, the following goals will be reevaluated and addressed:

* Offer efficient, up-to-date assessment training to Student Affairs professionals through workshops, media presentations, and personal consultation that results in improved Division-wide assessment practices evidenced by outcome-based, data-driven decision-making
* Publish articles in peer-reviewed journals and facilitate presentations based on results of assessment projects
* Develop a written five-year plan to design three-year best practice roadmaps for each department in the Division of Student Affairs

**Student Engagement**

Over the past 5 years, every position in the department except for the administrative assistant has had a staff turn-over. Assistant director and coordinator positions have had at least two turn-overs in the past 5 years. With each change, some progress has been lost. Regardless, progress has occurred towards achieving various goals.

Almost all annual goals over the past 5 years fit into one of 3 categories:

* Improving Technology Resources
* Expanding the reach of our programs
* Increasing the quality of our programs

Technology resources have been especially challenging due to the ever-changing environment of technology, our limited understanding of what resources are both available and beneficial, and budget restraints related to obtaining necessary platforms. Student Engagement has invested significant resources into Orgsync, a student organization management platform. Some portions of the interface are considered less than user-friendly by the students, but other areas are utilized heavily and have helped Student Engagement carry out our mission more efficiently. It helps us distribute information and tools that are necessary for students to successfully operate their organizations.

Technology is identified as a key component to better understanding the reach of our programs. It remains a challenge to gather reliable data about the reach of many of the programs that are supported by this office. Due to the fact that our funding structure puts students in control of planning and executing almost all of the programming that originates in our office, developing and enforcing a standardized data collection method to a format that can be easily synthesized without tremendous labor hours has not been possible. In 2012, we almost purchased hardware and software that could be used for this purpose with financial support from the Program Council. Further analysis revealed there would soon be cheaper, more expandable, and simpler software that could be obtained including an option on the Orgsync platform. The first step was to authenticate our platform. Collaborating with both UNA IT and Orgsync starting in 2013, the platform was successfully authenticated in February 2015, just in time to support SGA elections. The authentication has opened up the opportunity to also use the platform along with Mane Cards to track attendance at student events. The SGA financial advisory committee approved funds to pilot this system for a year in early 2016. Final tests are underway to have this capability ready by the fall semester. This will standardize recording attendance at student programs. Furthermore, there are also opportunities in the future to further expand the platform to assure all student data is derived from the master record in Banner, which improves the reliability of our data.

Currently, it is impossible to give a clear answer as to how many students are “involved” on campus. With our improved technology, we should at least be able to define different levels of student involvement with empirical data. While we have been able to slowly integrate technology that will eventually provide tools to assess the reach and the quality of our programs, interpreting the data and developing continuous improvement plans based on the data will require significant labor hours which are extremely tight due to the significant labor hours required to undertake our primary operations.

In the meantime, we can verify an increase in participation of some of our key programs including Alternative Breaks, Service Days, Greek Life, Student Government, and the University Program Council. The current challenge is collecting information such as whether or not these programs reach a diverse population of students, whether or not they are improving the overall experience of students at the university, and whether or not certain programs are meeting learning objectives.

**University Events**

The Office of University Events continues to provide event support, technical equipment, and facility management for the campus. Over the past five years, we have been able to refresh and refurbish the GUC with new paint and carpet in many areas throughout the building. Norton was able to get new paint, carpet and major renovations of the restrooms. The Lion’s Den Game Room was created and is a huge success for our students. Staffing, budgets, and equipment are always being reviewed based on the increased requests for space and increased enrollment at UNA. UE serves a vital role for UNA and the numerous events and activities on our campus.

Update on previously set goals:

* Expansion of Lion’s Den – approved increase of Student Fee to $4/student from $2. Added Ping Pong table, game systems (WiiU PS4), and numerous games.
* GUC Lower Level - Offices moved and updated with paint (partly met)
* Centralized Scheduling System – EMS Installed. Jayne Jackson is administrator, 5 authorized users campus-wide.
* Cosmetic repairs in Norton - carpet replaced, restrooms repaired/updated, new curtains, handrails and wheelchair seating installed.
* Staffing in Mail Room – Jennifer Sidley added as part time mail assistant
* Mail Room Equipment – Purchased new post machine and scale.
* Website Maintenance – Gigi Broadway being trained as a Web Lion to maintain and update the UE web page
* Meeting Rooms – Blinds replaced in the Loft, Room 200, and all Banquet Halls.

**University Police**

The UNA Police Department’s primary need was to increase manpower in order to meet the growing demand for services to the UNA community. Additional officers were hired, but seemed to only replace positions that were vacated. Recruiting is challenging based on pay considerations and the complexity of the services we provide as opposed to traditional law enforcement agencies. The UNA Police Department requested two additional positions and was granted one additional position. The position was successfully filled, however; additional positions are needed to maintain the level of expected services and safety on campus. A satellite location has been implemented, however; staffing levels remain an obstacle to improved officer presence.

Surveillance equipment in all areas of campus has been installed and has contributed to a high clearance rate for criminal cases. Additional upgrades are pending on new residence and athletic facilities. In addition, UNA Police are working with facilities to implement a mechanism in which external access control doors can be immediately locked down from the dispatch center.

Since the last review, the UNA Police Department has adopted a 24/7 dispatch center. All local agencies are currently planning to consolidate emergency dispatch operation within the EMA office for improved communications. UNA Police have also upgraded to a new radio system in partnership with EMA.

The University Police Chief currently consults on all campus safety matters and is the presiding chair of the Safety Committee. Efforts are underway to revamp the committee and its scope to include an emergency business continuity plan.

The UNA Police website has been revised frequently and is currently being streamlined to include only emergency, safety, crime stats, and law enforcement information. An additional site is being developed for a new Transportation Services division which will contain vehicle registration, parking enforcement, reserved parking, and bus routing information.

The North Alabama Law Enforcement Training Center as referred to in the last assessment has been renamed the Public Safety Training Institute. The Public Safety Training Institute has developed a sound mission statement and is now providing additional courses to police, corrections, and security vocations. The training center has also added export courses as an offering. A strategic marketing plan is being developed to increase the footprint of the University of North Alabama, UNA Police Department, and the Public Safety Training Institute.

UNA Police are currently seeking accreditation through the International Association of Campus Law Enforcement Administrators (IACLEA) to increase the levels of professionalism and compliance with national standards. This designation will bring esteem and national recognition to the UNA Police Department while reducing liability.

**University Residences**

A majority of the focus in Residence Life of the past five years fits into three categories:

* Staffing
	+ One Assistant Director reclassification was approved; one Assistant Director reclassification is still in progress
	+ Four additional FYRE Fellows were approved and hired
	+ One new graduate Assistant position approved – to be filled summer of 2016
	+ A new Receptionist position (put on hold until 2017
* Facilities renovation and new construction
	+ Several partial renovations and/or upgrades were completed in Rice and Rivers Halls, including addition game space and a Resident Assistant Resource Room
	+ Renovation to the FOCUS Success Center was denied due to safety-related egress issues
	+ Two new residence halls were constructed and opened
* Policy requiring freshmen students to live in the residence halls was approved and implemented for the fall 2015 semester
1. **Assess the department as it relates to staff activities throughout the previous reporting period including research, service, and staff development:**

**Career Planning and Development**

* CPD staff remains active both on campus and in the local community. It is a priority of the department that staff seeks to participate in activities that will create partnerships and collaborations benefitting the work of the department.
* Shoals Chamber of Commerce Chamber Ambassadors
* SOACE Employer Development Summit
* Various staff have participated in multiple university standing and ad hoc committees including search committees (Director of IDS Program, Coordinator for IDS Program, Director of Student Financial Services, Assistant Director of Residence Life, Administrative Assistant for Engineering Technology program); committee to develop the University Success Center, Student Affairs Professional Development Committee.
* Periodic webinars regarding updates and functions of Symplicity (LionJobs).

**Disability Support Services**

Members of this department are very involved in service both in the university community and in the larger community. Involvement with the University has improved since the addition of a full time staff member.

Staff development has improved as a result of resources becoming available. Our newest staff member is scheduled to attend a national conference in July. One rationale for frequent training is that the demands of the Americans with Disabilities Act and the Americans with Disabilities Act Amendments change frequently. Consent agreements, court settlements, Office of Civil Rights decisions, Dear Colleague letters, Association on Higher Education and Disability (AHEAD) guidelines, and attorney interpretations of these all are contributing factors.

Efforts at research have been minimal due to only having one full-time professional staff member until August 2015. We are in the progress of using the Learning and Study Strategies Inventory, LASSI, to assess students for strengths and deficits in executive functioning and as a pre and posttest for our students. Our next phase is designing how we will implement this and if IRB permission will be needed.

**Heath Services**

* UHS has served as a supporting site for several advanced practice nurses conducting graduate and doctoral research. Research has focused on health behaviors and practices that increase the risk for sexually acquired illness in college students and the use of social media reminders to encourage healthy eating and weight loss.
* Clinical staff members maintain the required continuing education for unencumbered licensure but there remains significant opportunity for structured staff development.
* UHS staff participated in several sponsored charitable fund raising events including Go Red for Women, Susan G. Komen and Race for the Cure, Red Nose day for childhood hunger awareness. The department was recognized for collecting the most canned goods for the food pantry.

**Recreational Sports and Fitness**

None to report

**Student Affairs Division**

* SA Professional Development opportunities (monthly)
* Division ½ day Retreats
* Alternative Break participation, staff scholarship for Bret Tanzania
* Service days for community
* SAPD food drive
* Angel Tree
* Civic participation on numerous university and community committees and boards

**Student Conduct and Student Affairs Assessment**

* Senior Administrative Assistant participated in numerous EverFi webinars in an effort to become more efficient using Advocate, the Conduct software.
* EverFi webinars were made available to all hearing officers
* Assistant Director attended ASCA, the Higher Education and Law conference, and three ATIXA trainings and/or certifications
* ATIXA training and certification for all hearing officers
* Director trained as Title IX Deputy Coordinator

**Student Counseling Services**

* Lynne Martin completed 20 hours of Community Emergency Response Training through the UNA Public Safety Institute to qualify for the UNA/Florence/Lauderdale C.E.R.T. Team.
* All Professional staff members maintain state licensure as Licensed Professional Counselor (LPC) in Alabama. This involves fulfilling the annual 20 Continuing Education Unit requirements, which includes 3 hours of Ethics updates. As a specific example, SCS Director Lynne Martin completed over 156 hours of Continuing Education on a variety of professional topics from 2011 through 2015.
* Three Professional staff hold specialty certifications [Lynne -Alcohol & Other Drug; Jennifer Berry- Eating Disorders; Jami Flippo- QPR (suicide intervention) Gatekeeper]

**Student Engagement**

Staff activities over the reporting period include:

* Annual attendance to the Association of Fraternity/Sorority Advisors conference.
* Annual attendance to the National Association of Campus Activities conference
* Attendance at the Alternative Breaks “Break-away” Conferences
* Welcome Week planning webinar (2012)
* Annual attendance at Campus Media Advisor conference
* Attended the OrgSync “Get Connected” conference (2013)
* OrgSync has provided various professional development webinars relevant to the department
* Attendance at multiple Diversity Workshops and speakers annually
* Attended the American Student Government Association Advisor Conference (2015)

**Summer Orientation, Advising and Registration**

* The Assistant Vice President for Student Affairs and the Family Orientation coordinator was able to attend the National Orientation Directors Association (NODA). The Family Orientation coordinator was able to attend Association of Higher Education Parent/Family Program Professionals (AHEPPP).

**University Events**

In the past 5 years, Alice Gross has received 2 state recognition awards for technical and lighting support, Bret Jennings hired a full time assistant, Bret attended NASPA conferences, Jayne Jackson has attended and plans to attend another training seminar for the EMS scheduling software, 28% increase in Lion’s Den attendance from FY15 to FY16 through 5/26/16, welcomed and transitioned to new president of UNA with very positive feedback from faculty, staff and students, started monthly karaoke/game events in the evening for students, annual tradition of holiday Peace Tree decoration started.

**University Police Department**

The UNA Police Department has gone through transition to a new location and is in the process of moving vehicle registration, parking enforcement, reserved parking, and bus routing to a new Transportation Services division to be located in the GUC. This transition will streamline transportation needs on campus, reduce the stigma faced by the police associated with parking issues, provide additional accessibility to the campus community, and allow the UNA Police Department to refocus on the fundamental responsibility of safety and security. The UNA Police Department has been nationally recognized for their efforts in safeguarding the UNA campus and is in the process of obtaining police accreditation through the International Association of Campus Law Enforcement Administrators (IACLEA). The department continues to improve the level of professionalism and service through community partnership, emergency planning, and advanced training. As the demand for services continues to flourish in keeping with the population of campus, additional staff will be necessary. As the department continues to be manpower challenged, officer visibility remains to be a problematic issue. A minimum of two officers are required to be assigned to patrol units for rapid response an officer safety. This requires a minimum of three officers per shift in order to maintain foot patrols of campus buildings and increased community interaction. Current staffing levels are not adequate for three officers per shift. Staff development is ongoing and improved, however; ongoing training is needed for continued compliance with legal updates, national standards, and best practices.

**University Residences**

* The Director has attended and presented at the ACUHO-I National Conference, attended the ACUHO-I Professional Standards Institute, attended multiple regional conferences and completed a Ph.D. in College and University Leadership from the Colorado State University.
* The Assistant Director of University Residences for Success Initiatives has attended multiple National FYE Conferences, multiple NODA Conference and an ACUHO-I Living Learning Community conference.
* The Assistant Director of University Residences has attended multiple ASCA National Conferences as well as the Legal Issues in Higher Education Conference, ATIXA National Conference.
* Area Coordinators have attended National ACUHO-I conference, Professional Standards Institute, local and regional housing conferences.
1. **Are facilities and resources adequate to address the goals and objectives of the department? Explain why or why not:**

**Career Planning and Development**

Due to sharing an office suite space over the past 8 years, some efforts have been stagnated. However, as of May 2016, CPD occupies the entirety of Suite 202 and will now be able to upgrade and expand offerings, including:

* Hosting employer and mock interviews within the office.
* Professional areas to host employers to campus.
* Space to house professional clothing (Career Closet) and areas for students
* Facilitate career development workshops and SOAR sessions within the office to create awareness.

Given the most recent space acquisition, facilities are adequate. However, fiscal and human resources are still lacking. Based upon NACE (National Association of Colleges and Employers) 2015-2016 Benchmark Survey, Masters granting universities with less than 10,000 students the average student to professional staff ratio was 1 to 1626 thus the ideal number of professional staff would be 4-5 for UNA’s Career Planning and Development, this creates a need for at least 2 more full-time professional staff.

Both facility, fiscal and human resource needs have been and will continue to be addressed in all annual goals. By acquiring these much needed resources, CPD will be in a better position to educate students and other university constituencies on the importance of early career planning and job search efforts.

A key area for improvement relates to completing First Destination Surveys and gathering employment data from graduates. UNA on the whole tends to collect this information in a non-systematic way. Many departments do a great job keeping up with graduates while others do not. However, there is not a single source for collecting and housing this valuable data. CPD has a system in place to administer this survey via LionJobs and is currently developing a process to include all academic colleges.

**Disability Support Services**

With the remodeling of these offices in spring of 2012 and the addition of a full time staff member in 2015, the facilities and resources for the department are greatly enhanced.

Universal and office design is an ongoing project. Disability Support Services’ office space has been assessed and awaiting recommendations from UNA’s Facilities Administration and Planning project manager, and an outside vendor. Based upon their recommendations we plan to purchase new furniture and lighting that better meets the office needs and universal design.

Ongoing efforts are made to evaluate advancements in technology, software/programs, and equipment to advance existing technology at UNA. One step towards meeting this goal has been a recent presentation from Text Help on Read & Write to assess this product’s usefulness to students with disabilities. We are evaluating electronic recordkeeping software with plans to transition to this later this year. An electronic database will improve accuracy, research efforts and evaluate emerging trends.

We anticipate our next area of needed growth to be administrative assistance. This is due to the demands of creating alternative text, Braille, proctoring tests and creating accessible materials for students. Although there is a student worker in the office each semester, there is turnover about every two years. Student workers have proved to be invaluable in greeting students, returning materials to professors and assuming other non-confidential office duties. They are not able to proctor tests, need extensive training and are not able to handle sensitive materials.

With the successful hire of a coordinator, we have been able to better meet the needs of students by having a faster response time, greater visibility within university community and more effective programs. Another professional enables us to individualize student services and to provide groups.

The office’s current resources may not be adequate to address goals and objectives as there are more students with disabilities. Some of these students need time intensive accommodations and/or creation of accessible materials.

**Health Services**

The clinic facility is dated but adequate to support the current service offerings. During this reporting period updates to the lobby and waiting area improved aesthetics and infection control but the facility is inadequate to support goals of growth through service expansion. The mission, vision and values of UHS support social justice and equal access for all students. The accessible parking spaces and entrance ramp to the facility are obscure and not easily navigated. The area is uncovered and the heavy door requires ringing a doorbell and waiting for someone to open the door. While this entry may meet minimum ADA standards, it does not provide easy access. A draft design for a new, conveniently located, easily accessed and efficiently designed clinic was drafted. Funding is needed to move forward with construction.

Record maintenance and reporting functions are limited to paper documents and manual data collection and reporting. Resources are inadequate to assess the population served, the quality of services and measurements of success. An electronic prescription dispensing and tracking system was implemented during the reporting period and funding was secured for an electronic health record. Implementation is planned for fall 2016.

Staffing resources are adequate with the addition of supplemental RN staff that work during high volume periods and to fill schedule gaps but an additional part-time nurse is needed to meet the health promotion standards. UHS lacks a formal health promotion and education plan.

**Recreational Sports and Fitness**

Facility space is not conducive to current student usage which has increased 11%. Monetary resources currently do not meet operational costs which leaves no funds for actual programming.

**Student Conduct and Student Affairs Assessment**

The office has moved twice over the last five years. The first move significantly reduced the space. However, the recent move in May, 2015, allowed space for an assistant director and a conference room for hearings. The current space forces the administrative assistant to be housed in the same area as the student employees, which is not ideal, but is sufficient.

**Student Counseling Services**

NO – facilities are not adequate. SCS is understaffed, underfunded, and in need of an adequate facility to house all staff and allow the needed change in programming to meet the changing climate of student needs. These needs have been addressed monthly with VPSA since December, 2014, and included in SCS Annual Goals for 2015-2016.

**Student Engagement**

Facility resources have improved with the move to the new Engagement Center. The design of the space is allowing for leaner operations. At this time, equipment resources have not yet been addressed to meet the goals of expanded service. The goal is to resolve this before the fall semester. Personnel resources are inadequate due to the labor hours required to carry out primary operations of the department. This has further been strained by increasing student activity fees for on-campus programing without increasing the budget for personnel necessary to manage and oversee expanded operations.

It is also important to consider a significant change at the university which is the transition of Norton Auditorium from a University Events venue to an Academic Affairs venue. Whether or not this will affect our ability to continue to host non-academic events in the space is a concern for the future.

**Summer Orientation, Advising and Registration**

Facilities continue to be a challenge for the SOAR program. The Guillot University Center is a primary building to be used for presentation space and SOAR preparation. SOAR currently uses Norton Auditorium; The Commons; Science and Engineering Building; Stevens Hall; Raburn/Keller Hall; etc. However, there is a need to keep meeting space in the GUC. SOAR must have storage space from May-August with the significant gear/materials the program requires. There is a need to preserve room spaces in this building.

**University Events**

The facilities we presently have are functional but not sufficient to service our current campus and community for their needs. We do have to deny use to many requests due to not having enough availability. Expansion of our current banquet halls, refurbishment of the Performance Center, and potentially adding more rooms would enable UE to better meet requests for larger camps and conferences, as well provide the ability to offer updated technical, lighting and sound services.

**University Police Department**

The department has transitioned into a new space since the time of last assessment. The current space in Keller Hall basement has been a vast improvement and provides a more central location for community members. There is a need for additional office space but this can be achieved by reconfiguring the current office design. The current space features separate male and female locker room areas to accommodate department employees. There is one additional large bathroom area that could be redesigned as an office. In addition, when area dispatch services consolidate within the EMA, the current dispatch office would provide an additional space which could be utilized as an interview room with audio/video capabilities.

**University Residences**

Much has changed over the past five years with the addition of two new residence halls; Mattielou and Olive Halls. The University began planning for new halls in June, 2010, and gained approval for the project in February, 2013. Demolition began in July of 2014, and the buildings were opened in August and December of 2015.

However, Rice and Rivers, the traditional style halls, are still in use for overflow of freshmen students and for upperclassmen that choose to live on campus. These traditional halls are outdated and in need of renovation. The freshman live-on requirement that began in fall of 2015 emphasized the University need for upperclassmen housing. Currently, freshmen live in the new halls but must convert back to the outdated halls after their first year on campus. It is too early to tell what impact the lack of upperclassmen facilities will have on retention, but a recent survey of residents indicates that that it could affect residents’ desire to remain in campus housing.

Another issue that will need to be addressed is where staff offices should be located in order to best address student and departmental needs. The office was divided into two University Residences space in 2015, the Rice Hall office being the hub for all things residence life and the Olive Hall office being the administrative hub. This move was done due to outgrowing the Rice Hall Office. In hindsight, having one large central office would be much more conducive for students and services offered.

1. **Notable achievements by the department (students, faculty, staff):**

**Career Planning and Development**

* Global Career Development Facilitator Certification earned by 2 staff, 2015

Expanded events offered to students to develop career related skills and increase employer networking including:

* Fall Career Fair
* Fall and Spring Mock Interview Days open to all students on campus
* Fall and Spring Nursing Networking and Mock Interviewing events
* Fall and Spring Teacher Recruitment Events
* Spring Experience Expo (2016) previously Career Carnival – event designed for exploratory purposes for underclassmen seeking internships and information about various career fields.
* Developed Student Employment Week celebration and emphasis on student employees. This program has now been transferred to Human Resources with the Student Employment Coordinator. CPD still hosts an event each year during the week to recognize the importance of students developing experience.
* Participate with FYE program to offer 2 sections of FYE to give students an early start on their career planning. Additionally, serve as speaker facilitating at least one session for all other FYE sections to make first year students aware of the importance of career planning and the resources that are available.
* Continually fostering relationships with new employers to develop opportunities for students in internship, full time, part time and coop roles.

**Disability Support Services**

* New space allowed
	+ ADA Compliance (e.g., wheelchair turnaround)
	+ Offices for staff that were not used for testing
	+ Secure records storage
	+ Alternative testing to be in this office rather than in rooms that were reserved in this building; area is much quieter and there is room for specialized technology
* Funding for a coordinator position
	+ In the last 5 years our students have increased
	+ We have more students with sensory disabilities
	+ The severity of students’ disabilities has increased
	+ The ADAA substantially changes the definition of a disability
	+ We have not had the personnel for outreach, education and research
* Production of alternative texts

**Health Services**

* UHS Nurse Practitioner serves on the Board of Directors for the non-profit Shoals Community Clinic that provides health care to low income populations
* A UHS nurse serves as a committee member for the American Heart Association’s Heart Ball fund raising event
* A UHS nurse serves as a community CPR instructor

**Recreational Sports and Fitness**

* Increase in student users and student uses.
* Promotion of the Fitness Coordinator to Assistant Director.
* Director was inducted to the NIRSA National Flag Football Hall of Fame.
* Coordinator of Outdoor Adventure and Special Events was awarded the ASAHPERD Recreational Professional of the Year.
* Coordinator of Intramural and Club Sports was chosen to serve on committees at Flag Football and Basketball Regional Championships

**Student Conduct and Student Affairs Assessment**

* Successfully secured the National Center for Higher Education Risk Management (NCHERM) contract for policy and procedure review, Title IX training, One Policy-One Process Model implementation, and retainer for legal consultation through September, 2014.
* In collaboration with UNA Police and Lauderdale County EMA, Director of the Department satisfactorily completed FEMA Community Emergency Response Training (CERT) and now serves as Lauderdale County Civilian Incident Commander.
* Successfully administered four EBI assessments to collect student data in areas related to leadership development, Greek life, residence life, and student union, as well as an in-house campus-wide survey assessing University Health Services.
* Director of Student Conduct was trained and certified as a Title IX Deputy Coordinator
* Successfully transitioned lead investigative role in Title IX cases to the new Assistant VP for Student Affairs, and assisted with addressing new Title IX, SAVE, and VAWA guidelines; including new freshmen participation in Haven, an online course addressing sexual harassment and assault, and other forms of sexual misconduct
* Successfully completed phase one of the transition plan to prepare for separating the Office of Student and the Office of Student Affairs Assessment,
* Revised all conduct policies and procedures to be consistent with the One Policy-One Process Model set forth as the University Interim Policy,
* Provided professional Title IX training for all hearing officers, including Investigator certification
* Drafted written protocols for office functions and processes and made them available to all hearing officers and other pertinent personnel on a Google Docs page.

**Student Counseling Services**

* Lynne Martin facilitated the development of a UNA Chapter of “Active
* Minds” which has been an active RSO at UNA since January, 2016. “Active Minds” hosted and assisted in six campus events during Spring, 2016 to reduce stigma surrounding mental illness.
* Carmen Richter is facilitating the development of a UNA Chapter of “One Love”.
* SCS has more than doubled its services delivery since 2010.
* Staff has served on 10 UNA Search Committees.
* Lynne Martin, LPC, donates time as an active participant with and representative of Singing River Equine Rescue on campus and in the community.
* Jennifer Berry, LPC, donates time at The Hope Center.
* Carmen Richter, LPC, is serving as Advisor for the developing UNA chapter of “One Love”.
* Lynne Martin served in development of UNA chapter of “Active Minds” and serves as Advisor for the now established RSO at UNA.
* Two professional staff serve on UNA’s C.A.R.E. Team.
* Staff serve on 4 University and Student Affairs standing committees.
* Lynne Martin served as a DSM-5 Field Trials Collaborating Investigator in 2012.
* Lynne Martin is serving on a group collaboration working to establish a UNA Safe Zone project and training.

**Student Engagement**

The Office of Student Engagement has moved into the new Student Engagement Center.

* + - Students planned multiple new traditions including a Homecoming bonfire/concert, fountain ceremony, and the MLK Day of Service.
		- Various programs have received multiple distinguishing awards including: Diorama, Flor-Ala, Miss UNA Scholarship Pageant, Greek Chapter awards
		- Student events have boosted multiple sold-out shows and record attendance numbers at large annual events including the SGA Spring Concert, Miss UNA, Step Sing, and Step Show.
		- Sorority recruitment numbers have steadily risen and all four chapters have outgrown the chapter rooms in the Appleby Buildings.
		- Over $50,000 have been raised for United Way.
		- Alternative Breaks is developing a new partnership with academic affairs for a co-curicular service learning trip.
		- Average Greek GPA has surpassed the institutional average

**Summer Orientation, Advising and Registration**

* See the attached data that was done to evaluate SOAR students’ matriculation to UNA in the fall semester as well as their retention and GPA compared to those who did not attend UNA.

**University Events**

* Will Britton (student worker) graduated and accepted a GA position in Athletics
* Trent Simon achieved his Master’s Degree
* Jayne Jackson presented EMS scheduling software to EC for consideration of campus-wide use. UE was a large part of the Student Affairs holiday canned food drive which won the competition.
* Twenty eight percent increase in game room attendance from FY 15 – FY 16
* Alice Gross recognized regionally with awards for “Excellence in Technology” in lighting design.

**University Police Department**

* + The Detective Division boasts an 85% clearance rate for criminal cases.
	+ UNA Police Department was nationally recognized for achieving one of the safest campuses in the United States.
	+ Detective Shequanda Jenkins completed both a master and senior officer designation.
	+ Officer Romeo Gillyard obtained a second master’s degree.
	+ 5 employees achieve undergraduate degrees.
	+ Mark Parker was promoted to the rank of Deputy Chief
	+ Les Jackson was promoted to the rank of Captain and will serve as the department’s accreditation manager through the International Association of Campus Law Enforcement Administrators (IACLEA).
	+ Ed Rhodes was promoted to the rank of Sergeant.
	+ Chief Kevin Gillilan obtained IRB approval for doctoral dissertation research.
	+ Chief Kevin Gillilan accumulated 200 hours of executive training hours through the Alabama Peace Officers Standards and Training Commission.
	+ UNA officers accumulated 4,612 hours of training.
	+ UNA Police provided 3,798 hours of training through the Public Safety Training Institute.
	+ UNA Police provided 126 safety programs to the UNA campus and 46 exported safety program to the community.
	+ Obtained an entirely new radio system to include a transmitter, in-car, and mobile radios through a partnership with Lauderdale County EMA.
	+ Successfully partnered with the City of Florence to upgrade the crosswalk at Pine and Irvine in an effort to increase UNA pedestrian safety.
	+ Completed an internal parking study and recommendations with stakeholder input. Began the process of implementing proposed changes for the upcoming academic year to include the launch of a Transportation Services division.
	+ Applied for a grant through the Department of Justice to implement Body-Worn Camera technology within the UNA Police Department.
	+ Piloted a study on a student safety technology to be offered as a subscription service for the upcoming academic year.
	+ Successfully increased the consistency of parking enforcement on the UNA campus, while reducing the costs of enforcement.
	+ Transported 6,000 students utilizing the UNA shuttles in each academic quarter of the year.
	+ Sponsored each UNA police officer to attend active shooter response training at the Federal Law Enforcement Training Center in Glynco, GA.
	+ All UNA dispatch officers achieved certification to access the National Crime Information Center in an effort to expand our capabilities.
	+ Upgraded our bus tracking capabilities by expanding Trans Loc technology to all UNA shuttle buses.
	+ Worked successfully with SGA and the Safety Committee to draft a policy proposal for bicycle and personal transportation devices.
	+ Coordinated with UNA IT Department and Facilities to expand digital surveillance technology across the UNA campus.

**University Residences**

* Constructed and opened two new freshmen residence halls
* Housed over 1300 residents for the first time in UNA history during the Fall 2015 academic semester.
* Implemented Symplicity Residence, online residence hall application system.
* Implemented eRezLife, Residence Hall programming, contact, RCR, system.
* Began preliminary discussion on new upperclass residence halls.
* Director earned Ph.D. in College and University Leadership.
* RA staff has continuously achieved over the all campus GPA average.
1. **Briefly describe the department’s vision and how it aligns with the University’s strategic plan:**

As reflected in the 2010 Student Affairs Five-year Strategic Plan, the Division’s vision, mission, and core values were closely linked to the University Strategic Plan. The Division of Student Affairs is dedicated to the holistic development of students beyond the classroom. The Division Strategic Plan is intentionally linked to the University Strategic Plan, specifically through offering high quality programs that are student-centered. Student Affairs programs are designed to engage students and provide daily opportunities to learn and develop on every level. Many of the services, activities and programs offer new knowledge as well as provide opportunity for self-reflection and evaluation that aids in decision-making for future success.

The Division Vision

The Division of Student Affairs at the University of North Alabama aspires to become a division of distinction and emulation in the state, region, and country.

Mission Statement

The Division of Student Affairs is dedicated to providing appropriate high quality services, programs and experiences that contribute to the total development of each student; to working cooperatively and actively with the Division of Academic Affairs and the faculty to enhance student learning both inside and outside the classroom and promote the academic mission of the University; and to prepare students to serve as leaders, problem solvers, and change agents in a global, multicultural world.

Core Values

* Students - Students are the center of and reason for our work. We value all students and the opportunities we have to be a part of their education and personal development. We value the unique strengths, skills, life experiences, and talents each student contributes to the learning environment.
* Communication - We strive to shape an environment of respect and openness, allowing for the free exchange of ideas and viewpoints. We strive for proactive and continual communication between departments and within the University.
* Professionalism - We strive for highest levels of professional standards and integrity. Strong ethics and morals must serve as the foundation for our policies, procedures, services and relationships with students and one another.
* Diversity - We strive to promote and support diversity in all its forms at the University and within our Division. We value the uniqueness of each individual and we value what each individual contributes to our organization. We are committed to learning from talents and gifts offered by each member of the UNA community.
* Teamwork - We strive to work together as a team, positively supporting, motivating, and challenging each other.
* Innovation/Creativity/Adaptability - We strive to constantly seek positive and creative change to adapt to the needs and visions of students and the University that will promote a campus of vitality and purpose.

It should be noted that this Five-Year Review was assessed using the 2010 Student Affairs Strategic Plan and the University Plan that was in place over the same period. A new Division Plan (including mission, vision, and core values) was approved in 2015 and is available on the Division website at <https://www.una.edu/studentaffairs/mission-statement.html>.

1. **How has the department addressed recommendations from the previous program review?**

**Career Planning and Development**

The 2010 Five Year Review focused the majority of its recommendations on the Academic Resource Center (ARC) which has been absorbed into the University Success Center. Recommendations specific to CPD initiatives remain priorities for the department: increase staff and resources.

Since the previous report, CPD has grown the Career Counselor role into an Assistant Director for Career Planning and Development and added an Employer Development Coordinator (newly created position, 2012).

For a brief time, Student Employment (also a recommendation of the 2010 report) was integrated into CPD from Student Financial Services. However, the program adjusted its scope and has now been merged into UNA Human Resources.

**Disability Support Services**

When the last five-year review was completed, specific goals for each department of the division were set. At that time, DSS was incorporated within Health Services and Counseling Services. Some of the narrative, such as combining DSS and SCS office space is no longer relevant. The goals reflect the totality of the three departments. Since then, DSS has established its own office with specific goals and a specific budget. The office has grown into a sustainable department within the division with its own budget, staff and office.

**Health Services**

While there has been progress over the past five years, many of the same challenges Identified through the prior program review are incomplete and are ongoing strategic goals in the Health Services operations and development plan. The need for additional nurse coverage during peak volume periods and schedule gaps has been addressed through the addition of as-needed contract staff. A nurse administrator was hired as the Director for Health Services to serve in an administrative role, who is also licensed and qualified to perform clinical duties when necessary. An additional half-time nurse is needed to increase health promotion and outreach activities. With the addition of a full-time employed nurse practitioner and a half-time board certified physician, the provider coverage is adequate to meet the current demands for medical care.

The facility waiting room was updated to improve aesthetics and infection control but there is a continued need for a more efficient and easily accessible clinic. The current space is large but the design does not support efficient patient flow. Draft plans were developed for a new, accessible, efficient space but funding is needed.

Availability of population and practice specific data remains a challenge due to a paper health record and manual data collection and reporting. An electronic health record product has been selected, funding approved and implementation planned to begin fall, 2016. Filter based reporting will allow assessment of clinical and health related learning Outcomes as well as data driven program planning.

**Recreational Sports and Fitness**

Recommendations for changes, which are within the control of the department/area, if appropriate:

* The department needs to review and set a maximum length of time for students to be on the exercise equipment in order to allow more student opportunity to work out.
	+ - *2016 -Purchase of additional treadmills alleviated this.*
* The department needs to get a master plan in writing as well as their risk management plan updated.
	+ - *2016 - Not completed but currently underway.*
* The department needs to develop surveys for students to take annually on their programs and services.
	+ - *2016 - Not addressed.*
* Look at moving the fitness center to a bigger location so that machines are no longer too close together.
	+ - *2016 - Situation was remedied by gaining unused square footage adjacent to dining area.*

Recommendations for changes that require action at the Vice President, Provost, or higher levels:

* The department needs to begin researching renovation and new construction ideas. This includes location of new facility, how big the facility should be, office space location, Outdoor Adventure location, adequate storage, size/ needs in fitness area and what all should be included in the new facility such as ropes course, rock wall, and more aerobics rooms, etc.
	+ - *2016 - Not addressed*
* Increase the staffing in personal training and eventually outdoor adventure.
	+ - *2016 - Completed*
* Research and do a proposal for flat fee instead of per credit hour, as well as propose for an increase in the amount given to Recreational Sports and Fitness area.
	+ - *2016 - Not addressed*

**Student Conduct and Student Affairs Assessment**

Recommendations for changes, which are within the control of the department/area, if appropriate

* Ongoing training needs to occur for all Directors in the Unit to gain a stronger understanding of Assessment, Learning Outcomes, and the importance of having these in their departments. Buy in needs to occur from all.
	+ - * *2016 - This did not occur due to current structure of the office*
* The Director needs to attend the ASCA National conference, Higher Ed Law conference, CAS conference, or NASPA sessions relating to the department. Presentations or journal articles would be a welcome addition as well.
	+ *2016 - It was determined that the Assistant Director would gain more professionally by attending. As such, the Assistant Director has attended the ASCA National Conference annually and the Higher Education Law conference some years. The Director attended NASPA conferences or events two of the five years.*
* Continue educational sessions for faculty and staff about the Judicial Process.
	+ *2016 -The Director of Student Conduct presented “Faculty Orientation to Student Conduct” in 2013, which is also available online. The Director also conducts separate sessions with individual faculty members when requested.*
* Continue expansion of the UCD program including recruiting a larger pool of volunteers from student, faculty and staff.
	+ *2016 -Although the UCD is still used in a very limited capacity, it is seldom needed due to the transition to the Civil Rights Investigation Model*
* Examine the current Judicial hearing procedures from the beginning to end utilizing Stoner and Lowery’s *Navigating Past the “Spirit of Insubordination”: A Twenty-first Century Model Student Conduct Code with a Model Hearing Script* as the basis for UNA’s procedures.
	+ *2016 -All policies and procedures were examined and revised*

Recommendations for changes that require action at the Vice President, Provost, or higher levels. The following items are recommended for consideration of change:

* Judicial Affairs is an antiquated name. The national norm is to utilize “Conduct” versus “Judicial” as Conduct addresses a behavior while Judicial is more punitive in nature, which directly contradicts the educational goals of the Department. The name of the department needs to be changed to fit with the national norm and further the educational mission of the Department.
	+ - *2016 – Accomplished: name changed to Office of Student Conduct*
* Because of the make-up of the Office, there is not a clear delineation of expectation of duties for Assessment versus Judicial. With the small staff, this means that Judicial often takes precedent over Assessment due to the nature of Due Process and the attempt to educate the students involved in cases. This also limits the educational outreach opportunities and proactive responses to issues facing college students on the UNA campus. Either staffing number increases need to be considered or a separation of the two areas should be considered to allow for a higher level of focus to be placed on the two areas.
	+ - *2016 - Began process in June, 2015; ongoing*
* A level of accountability to the Director of Judicial Affairs and Student Affairs Assessment needs to occur for Assessment based projects based out of this office. This will make the collection and evaluation of data for projects easier and timelier.
	+ - *2016 - Not accomplished; there is no system or reporting structure in place that makes other Directors accountable to the Assessment Office. As such, data collection in ineffective at best and annual reports and other requested information often submitted late.*

**Student Counseling Services**

Recommendations within the Control of Department: The following is a bulleted list of improvements that are considered to be “within” the control of the department.

* Improve Department’s website to present a better “feel” and look to the community.
	+ *2016 - The Student Counseling Services web page is updated at least once every semester and expanded with resource listings and information for students, their parents, faculty, & staff of UNA.*
* Seek joint ventures with other department/units of the University to accomplish some additional programming and presentations. To assist with “showing off” what the department has to offer.
	+ *2016* ***-*** *Student Counseling Services collaborates regularly with University Advising, The Women’s Center, University Residences, and University Athletics for annual campus-wide activities and other special programming.*
* Create a more confidential method for students to report to the counseling center for appointments *(this could be accomplished as simply as not requiring a check-in at the main reception center in the lobby).*
	+ - *2016* ***-*** *This was accomplished to a much higher level when SCS became a free-standing Student Affairs department and was separated from University Health Services at Bennett Infirmary to an independent location at 555 Oakview Circle.*

Recommendations Requiring Higher Level Approval: The following is a bulleted list of improvements that are considered to be long-term and generally outside the immediate control of the department.

* Increase the level of staffing of both the Counseling Services to allow for additional programming of events and processes designed to enhance the quality of life for students at the University.
	+ - *2016* ***-****Student Counseling Services added 2 FTE and one 10-month*
* Create a new facility, with a look and feel that enhances the students experience at the University. This would include separate entrances for the different services offered, with confidentiality at the forefront of the design process. This should also include increased clinical space — including nearly double the number of examination rooms — the new building should have environmentally friendly healing space with lots of natural light and ample on-site parking to enhance accessibility. Patients need to experience greater privacy. There is also a need for user-friendly conference spaces will allow for more on-site patient education programs. The reception areas should be quiet and removed from public corridors, and the examining rooms will be bright and comfortable. There should also be roomier work areas with outside spaces and a café for eating and socializing with co-workers. The new facility should offer flexibility to expand the space to accommodate future developments in health care, and medical services and procedures.
	+ - *2016* ***-*** *This goal was temporarily accomplished in 2012 when SCS moved from Bennett Infirmary to inhabit the house at 555 Oakview Circle. As staff were added, SCS outgrew 555 and began to also inhabit a portion of the house next door, 553 Oakview Circle. The staff has worked to make this arrangement work for the delivery of services, but the arrangement is unsatisfactory for office management, logistical, risk management, physical safety of students and staff, and space requirements.*
		- *Demand for SCS services has essentially doubled (based in New Intake numbers and Individual counseling sessions completed) since August, 2012. Crisis Intervention sessions have increased six-fold in this same time period, speaking in part to the increased acuity and severity of student presentation.*
		- *So, in 2016, SCS is again in need of an increase in staff numbers (IACS ratio standards) and an adequate facility that meets CAS and IACS (International Association of Counseling Services, Inc.) Standards for college counseling centers.*

**Student Engagement**

Many items that could be addressed within the office have been addressed. These include the online ticketing system for campus activities, developing training opportunities for student organization leaders through the Student Leadership Consultant Program, an online registration and payment process for SOAR (Orientation), an online organization management system. One large recommendation that required administrative action is the addition of facility space for the Office of Student Engagement. The most concerning recommendations that have not been addressed include the recommendation to increase staffing to effectively provide programs and services offered. Instead, the office staff size has been reduced. What is more troubling is that funding for the operation of the Office of Student Engagement (including programing, staffing, and training resources) has been reduced, whereas funds only accessible to student groups to travel, hold events, or invest in resources has been significantly increased. This means that students have access to spend significantly more funds with fewer resources dedicated to guidance, training, and advising. Furthermore, despite the growth in numbers for the Greek community and the inherent risk associated with larger numbers, a budget has never been approved to support risk mitigation/education efforts from the university. As stated, we are attempting to utilize more technology to compensate for some of these shortcomings, but the technological infrastructure and maintenance will still require labor hours beyond our current operating capacity.

**Student Orientation, Advisement, and Registration (SOAR)**

* Must create a smoother on-line registration and payment system to sign up for SOAR.
	+ *2016 - In 2010, Visual Zen was implemented as the software on-line registration system for students and parents. This has proven to be successful tool as we are able to use it for assessment purposes. The data revealed 95-96% of students that attend SOAR matriculate to the fall semester.*
* Host Meet Your College academic deans meetings with the students and parents on day one of freshman SOAR.
	+ *2016 - Meet Your College academic deans meetings with students was moved to day 1 of freshman SOAR; however, parents were not incorporated into this process due to academic advising needs.*
* Host the academic general studies presentation by CAARS on day one of freshman SOAR with the parents and students.
	+ *2016 - University Advising Services (formerly known as CAARS) facilitates the academic general studies presentation on day 1 of SOAR with parents and students.*
* Increase SOAR counselor small group times with the students so they can process the information.
	+ *2016 - Two SOAR Group meetings were added to the schedule. In addition, day 2 was broken up into 7 rotation sessions breaking the groups up into small group rotations with their SOAR Counselors. The feedback on the evaluations has been great. The students’ favorite aspect of SOAR is having that close interaction with a SOAR Counselor.*
* During the two-hour check-in time, have students’ log-in to UNA Portal on day one of freshman SOAR followed up by SOAR Counselors going into the lab with small groups to practice navigating the system.
	+ *2016 - A one hour lab time was scheduled for SOAR Groups in the evenings after academic advising to assist students with UNA Portal training and log-in.*
* Partner with the Registrar’s office to create a UNA Portal Brochure versus having so many instruction handouts.
	+ *2016 - This was built in to the MANE Book to provide a more user friendly information piece.*
* Changing freshman SOAR sessions from Sunday-Monday programs, to weekday programs to engage faculty on day one for academic sessions.
	+ *2016 - This was changed to be able to engage faculty and Meet Your College of day 1 of SOAR.*
* Work with CAARS to see if we can do a sensitivity training for advisors about student’s level of academic preparedness going into advising.
	+ *2016 - University Advising Services (formerly known as CAARS) has been conducting training for academic advisors.*
* The major strain on the Office of Student Engagement in this area is that of Student Orientation Advising and Registration (SOAR). SOAR is not adequately supported by other units and is not cost effective. The Review Team strongly recommends moving the coordination of the SOAR program to an academic unit of the university and, short of that, adding an additional staff position to coordinate the SOAR program. If the SOAR program is left with the Office of Student Engagement, the Review Team highly recommends adjustments be made in regards to expenditures charged to the SOAR program from other units within the University. The Office of Student Engagement should not have to utilize any portion of their unit’s budget to support the SOAR Program.
	+ *2016 - SOAR was moved out of Student Engagement and is now housed under the Assistant Vice President for Student Affairs within the Office of Student Affairs. The expenditures is not a resolved issue as there is no E&G support for the SOAR program. There is still a challenge to keep costs low for prospective students and families while maintaining the increases in fixed costs such as food.*

**University Events**

* Split into College Union and Conference & Camps Staff: The UE staff is cross-trained in many different areas to cover anticipated needs in all events.
	+ 2016 - Due to the demands of the community and university, and based on the success of the operations of the departmental functions as is it currently set up, it was decided to continue as one area.
* Transition to Facilities: Bret Jennings and David Shields have met to discuss this potential transition.
	+ *2016 - UE has become an integral part of Student Affairs in the GUC where we have access to the banquet halls and the Performance Center. While we do enlist the help of facilities and other areas to help prepare for events, it was decided the best fit for UE is under Student Affairs in which we will continue to operate.*

**University Police Department**

The UNA Police Department has worked diligently and collaboratively with campus stakeholders to address each recommendation from the prior review. The brief overview provided demonstrates the progress made towards each previous recommendation. Many of the previous recommendations will require ongoing assessment and revision to ensure that increases in staffing are adequate for campus and that funding properly addresses equipment and training issues. The UNA Police Department plans to work with Human Resources to revamp our recruitment efforts, job classification, and evaluation mechanisms to ensure that they are applicable to law enforcement. In addition, sustainability plans will need to be developed in concert with the finance and procurement office for police and traffic safety equipment.

**University Residences**

* The review team very strongly recommends that the Department of Residence Life, working in conjunction with any appropriate departments, implement as many cost effective upgrades to security as possible to create a safer living environment for UNA students.
	+ *2016 - New Residence Hall construction created the ability to focus on Safety from an ecological standpoint. Cameras were installed at a higher quality compared to previous installations, and a proposal to add more has been implemented. Cameras were replaced in all residence halls to move to the higher quality camera. University Residences still does not have access to the card access system which creates a customer service problem as well as a potential safety issue.*
* The review team strongly recommends the completion of learning outcomes and related assessment tools for all appropriate Residence Life programs.
	+ *2016 - A new programming model/curriculum was developed in the Fall of 2012 and then revamped in the fall of 2015 to address this. It is more robust and allows for an assessment of services via the ERez Life webpage package we purchased.*
* The review team very strongly recommends that Academic Discipline Living-Learning Communities be designed and implemented in conjunction with appropriate academic departments.
	+ *2016 - Because of the makeup of the stock at the time of the review, it was difficult to move forward with this recommendation. We are now in discussions on how we can do this with a Cluster Building, but also keeping it in mind for new Upper Class residence hall development.*
* Further to achieving recommendation c, the review team strongly recommends a wider range of co-ed housing options be implemented, including co-ed by room and co-ed by suite options for academic living-learning communities. It is our understanding that policy changes may be required before this recommendation can be achieved.
	+ *2016 - With the development of new Freshmen Housing, this has been accomplished. We also will be implementing this on the Freshmen Honors Floor and within Cluster Housing.*
* The review team recommends funding be designated to afford the Area Coordinators, Assistant Director, and Director annual Professional Development opportunities, including yearly participation at state, regional, and/or national conferences, seminars, and webinars.
	+ *2016 - All professional staff are allocated approximately $2000 a year to use towards Professional Development and many have taken advantage of it attending state, regional and national conferences or for the use of subscriptions to journals or webinar viewing*.
* The review team recommends that the Department of Residence Life, in conjunction with the Office of Housing, create and implement a Continuous Improvement Plan that accounts for the sum of Office of Housing activities, including the advances and expansion of themed-living arrangements and RA programming.
	+ *2016 - A Continuous Improvement plan developed with Housing has not been established though we realize the importance of it from a communication standpoint at minimum.*
* The review team strongly recommends that the Department of Residence Life (DRL) be evaluated according to the guidelines of the Association of College and University Housing Officers – International (ACUHO-I).
	+ *2016 - Utilizing the EBI/Skyfactor Survey, we have done this for student assessment. CAS was used for the five-year review at the request of the assessment office.*
* The review team very strongly recommends that the Office of Housing and the Department of Residence Life should be combined into one office that is directed by a professional with a terminal degree related to student affairs or residence life.
	+ *2016 – The Office of Housing was moved to the Business and Finance Division, while the Department of Residence Life remained in Student Affairs.*

***Issues that need to be addressed based on the Five-year Review and CAS evaluation:***

* Staffing Priorities
	+ Student Counseling Services
	+ Student Engagement (has actually decreased in last five years)
	+ University Police
	+ Title IX investigator/Case Manager
	+ Career Planning and Development
* Facilities Priorities
	+ Student Counseling Services
	+ Upperclassman residence halls
	+ Recreation Center
	+ Universal Design
* Educational outreach
	+ Title IX
	+ Health Services
	+ Student Counseling Service
	+ Student Conduct
	+ Student Engagement
	+ Campus Safety