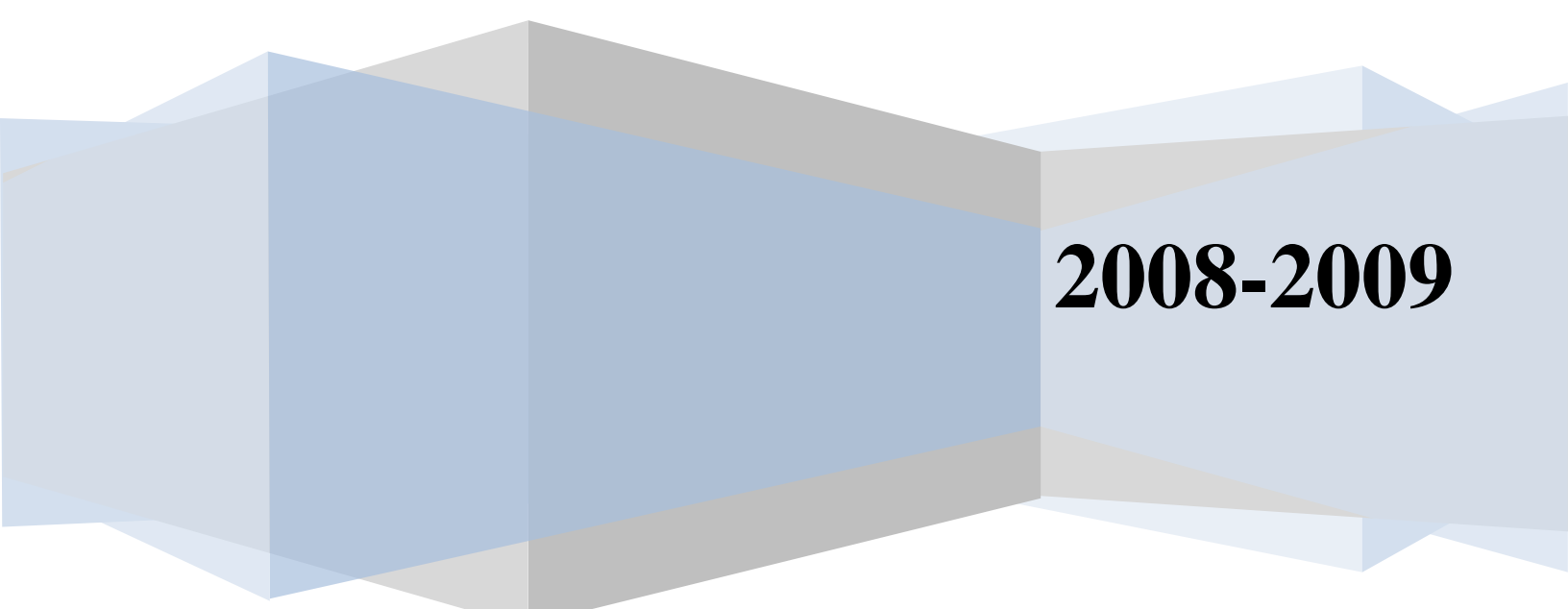


**Bowling Green State University**

**Division of Student Affairs**  
**Annual Report**



**2008-2009**

**Division of Student Affairs Annual Report**  
2008-2009

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**Appendix**

2008-2009 Student Affairs Annual Imperatives full report	
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## Executive Summary

This report provides an overview of the progress to date regarding established priorities and strategies from 2008-2009. In addition, the report includes a summary of significant accomplishments by staff members, departments, and Division-wide committees. Finally, preliminary Division priorities for 2009-2010 are presented.

The following includes major accomplishments, issues, challenges, and opportunities from 2008-2009 related to planning, finances, staff training and development, learning outcomes, assessment, Intercollegiate Athletics, retention of students, organizational realignment, diversity and inclusion, school pride, and facility planning:

1. The **Student Affairs planning process** continued to solidify a strong vision for the year. In conjunction with the University's *Charting Our Future* process, the Division strengthened its strategic plan during the fall semester and created action items that enhance the BGSU undergraduate experience. The Student Affairs Council used these action items to formulate departmental priorities for 2009-2010. These can be found on page 31.
2. Given the challenging **financial climate**, the Student Affairs Budget Evaluation Committee (i.e., the assistant vice presidents, associate vice president, and business officer) did an excellent job developing plans to generate revenue and reduce expenses in both the educational and general fee budgets for 2009-2010. These strategic reductions minimized impact on students, while enhancing areas that were successful.
3. The Budget Evaluation Committee examined staffing levels throughout the division and developed recommendations to **reduce education and general fee budgets by \$1.8 million dollars**. The reduction was accomplished by eliminating vacant positions; transitioning specific administrative and classified staff positions from twelve month to 217-day or 9-month contracts; and eliminating permanent positions. From all the staff line reductions made, one current staff member was impacted.
4. The Division provided **staff training and development** programs for both classified and administrative employees. An all-day Student Affairs professional development conference was conducted in early January with a focus on change, growth and opportunity, and organizational effectiveness. In addition, fifteen staff members participated in a year-long New Professionals Leadership Institute, which assistant vice presidents Jill Carr and Steve Kampf directed. Furthermore, the Office of the Vice President for Student Affairs coordinated the Graduate Assistant Professional Development program which focused on all master's level graduate students working in the Division.
5. The Vice President for Student Affairs charged a work-group to develop **Student Affairs Learning Outcomes** that aligned with and enhanced the University Learning Outcomes. Through focus groups, Division staff members had the opportunity to provide input

concerning how Student Affairs implements *education in action*. Outcomes can be found on page 34.

6. **Assessment** continued to be a priority for all departments. Staff members attended institutional, regional, and national workshops on assessment and implemented “best practices” to measure the impact of services and programs on student learning. Three student affairs departments – the Bowen-Thompson Student Union, TRiO Collegiate Services, and Disability Service – received assessment awards for “promoting student success” from the University Student Achievement Assessment Committee (SAAC).
7. **Intercollegiate Athletics** made significant progress this year. Specifically, Athletic Director Greg Christopher, while balancing a very difficult budget situation, strengthened the program in virtually all areas including student-athlete services, coaching staff, facilities, development, operations, sports medicine, compliance, and planning. In addition, plans continued regarding the design and construction of the new Stroh Center.
8. **Retention of students** continued to be a priority for this year. All senior staff members were encouraged to design and support programs and services that were based on:
  - a. increasing student engagement and retention;
  - b. increasing University engagement of staff;
  - c. implementing comprehensive department orientation programs for new staff, both classified and administrative;
  - d. assessing student engagement in alignment with the Student Affairs model;
  - e. reviewing internal financial systems to ensure departments are efficiently utilizing resources in compliance with all University policies and procedures; and
  - f. supporting Student Affairs’ efforts to meet state-mandated "efficiencies reductions" for 2008-2009.

These efforts will continue to be a priority for 2009-2010.

9. The Division experienced two **organizational realignments** of programs and services to meet the needs of students and advance the mission of the University. Specifically, Keeling & Associates recommended a merger of the Student Health Service and Counseling Center into a Center for Student Health. Dick Sipp was hired to serve as the Executive Director of the Center for Student Health and will provide leadership to the merger. In addition, Pre-College Services and TRiO Collegiate Services were fused into one department, and Sidney Childs was named Executive Director. This merger centralizes the oversight for all of BGSU’s federally funded TRiO programs.
10. The Office of the Vice President for Student Affairs provided leadership for the Campus Diversity ad hoc Work Group which recommended an institutional committee structure to demonstrate the importance and value the University places on issues of **diversity and inclusion**. In total, 35 individuals representing 24 different departments and organizations engaged in dialogue for five months. The group recommended the creation of a Presidential Commission for Inclusion and Diversity to regularly advise the President on campus climate issues and to identify ways to defuse diversity into University initiatives.

11. The Division provided direction for the University Spirit and Tradition Committee which was charged with generating ideas for increasing **school pride**. The Committee is comprised of faculty, staff, and students and is revisiting past and current University traditions as well as collecting information about other institutions' initiatives. The Committee is currently considering the production of a BGSU spirit/traditions book to educate faculty, staff, students, parents, and alumni about the rich history of the campus.
  
12. The Division made extensive progress related to **facility planning**. Specifically, the Stroh Convocation Center, Student Health Center facility, residence halls, and dining centers. Vice President Stoll was an important advocate in this area. In addition, the Division developed a comprehensive master plan for Residence Life and Dining Services, which will be included in the University's master plan. Implementation of the Residence Life and Dining Services master plan will begin in 2009-2010.

More information about each department's goals, priorities, and strategies can be obtained by contacting the individual department or the Office of the Vice President for Student Affairs or visiting the web site at <http://www.bgsu.edu/offices/sa/vp/index.html>.

**BGSU Mission Statement**

Bowling Green State University (BGSU) provides educational experiences inside and outside the classroom that enhance the lives of students, faculty and staff. Students are prepared for lifelong career growth, lives of engaged citizenship and leadership in a global society. Within our learning community, we build a welcoming, safe and diverse environment where the creative ideas and achievements of all can benefit others throughout Ohio, the nation and the world.

**BGSU Vision Statement**

Bowling Green State University (BGSU) aspires to be a premier learning community, and a national model, for developing individuals and shaping the future through learning, discovery, collaboration and personal growth.

**BGSU Core Values**

- Respect for one another
- Collaboration
- Intellectual and personal growth
- Creativity and innovation
- Pursuit of excellence

**BGSU Goals**

- Facilitate lifelong learning, critical thinking and personal growth.
- Produce high-quality scholarship and creative achievement throughout the University.
- Build a diverse community and a culture of inclusion.
- Develop mutually beneficial relationships between all stakeholders.
- Support faculty and staff performance and development.
- Create an optimal fiscal and physical plant infrastructure

## Overview of the Division of Student Affairs

The Division of Student Affairs offers comprehensive programs and services that range from career counseling and health and wellness to student housing and dining services. These programs help create a positive living-learning environment for student success. The Office of the Vice President for Student Affairs serves as the lead administrative office for the Division. The Vice President for Student Affairs, Dr. Edward G. Whipple, and his staff are dedicated to putting *Education in Action* and to helping students succeed both in and out of the classroom.

The Division begins assisting new students, parents, and family members long before the first day of classes. The Orientation & Registration and Welcome programs allow students and their family members to become acquainted with academic expectations, campus resources and services, faculty and staff members, and peers. Once on-campus, the Division provides support programs to ensure all students are able to achieve their academic and personal goals. Staff members are committed to making higher education accessible to students of all backgrounds and abilities. Staff members within the Division help students gain valuable skills to become their own best advocates in navigating college life through learning more about themselves and each other by actively participating in BGSU's diverse community.

In addition, the Division of Student Affairs offers vital services to students. Residential and dining facilities provide comfortable living areas, great food, and experiences that are certain to become lasting memories. In addition, student success depends upon student health in body, mind, and soul. The Division offers an array of services and programs to help students maintain optimal physical and emotional health. Furthermore, from the moment students arrive on campus, they receive assistance in developing a career plan and obtaining on-the-job experience via co-ops and internships. Such career support does not end upon graduation, as alumni are encouraged to continue using the Career Center throughout their lives.

## Student Affairs Mission Statement

*Student Affairs is Education in Action.* Student Affairs makes critical contributions to the accomplishment of each University Learning Outcome and takes primary leadership for students' psychosocial learning, health and wellness, and personal development. As they participate in residential living and a broad range of co-curricular activities, students live what they learn and learn as they live. Student Affairs provides transformative activities that integrate academic learning with co-curricular experiences. Student Affairs is a leader and partner in programs that sustain and enrich campus life.

Student Affairs teaches and guides pre-college and current students as they personalize, reinforce, and extend learning by applying in their own lives what they have learned in the classroom -- moving beyond awareness and understanding to application, performance, synthesis, and integration. Living, learning, studying, and growing in a mosaic of peers, staff, faculty and community members, students use the rich educational opportunities found outside the classroom to broaden their range of experience, strengthen interpersonal skills, and build and experience community. As active members of BGSU's premier learning community, students come to appreciate diversity in its broadest sense as they work to clarify their own values and

deal with issues of autonomy and interdependence. Student Affairs supports personal growth in such areas as career preparation, leadership, effective citizenship, and successful engagement with others.

### **Student Affairs Vision Statement**

One of the best in the nation, Student Affairs is where students within BGSU's Premier Learning Community set their *Education in Action*. Student Affairs educates and guides students as they live what they learn and learn what they live, preparing themselves for productive and meaningful lives.

### **2008-2009 Student Affairs Annual Imperatives**

The 2008-2009 year involved a transition in terminology related to Division-wide priorities. Specifically, the Division created annual imperatives for 2008-2009; however, the *Charting Our Future* strategic planning process altered the language to better reflect University goals and strategies. As such, the Division identified 29 action items to align with each of the 7 University strategies. Accordingly, the list below reflects the annual imperatives that guided the Division's work for 2008-2009:

- Strengthen programs and services outside the classroom to maximize student success.
- Build relationships and a stronger community.
- Create an inclusive life-long learning environment where students can move beyond tolerance of diversity to welcoming and celebrating all aspects of diversity.
- Improve the use of assessment to provide information for improving effectiveness and efficiencies of Student Affairs' services.
- Enhance information technology utilization within the Division to better serve internal and external constituents and to improve internal efficiency and effectiveness.
- Enhance Student Affairs facilities through effective planning, programming and cost analysis, renovation and construction, and maintenance.
- Increase external funding opportunities and manage current resources effectively.

For a detailed summary of the Division's progress on these Annual Imperatives, refer to the Appendix. Pages 31-33 outline the 2009-2010 Student Affairs Action Items.

## Summary of Major Departmental Accomplishments and Activities

Departments, programs, and services within Student Affairs support and challenge students to become responsible leaders and contributing members of society. To that end, the Division of Student Affairs promotes co-curricular learning for all BGSU students. Each department plays an integral role in the learning, growth, and development of every student. Below are selections of departmental major accomplishments and activities from 2008-2009. A detailed list of accomplishments and activities for each department can be accessed by contacting the Office of the Vice President for Students Affairs.

### Office of the Vice President for Student Affairs

Dr. Edward G. Whipple, Vice President for Student Affairs

The Office of the Vice President for Student Affairs serves as the lead administrative office for the Division of Student Affairs. The staff in the Office of the Vice President for Student Affairs is dedicated to providing high quality service and to helping students succeed both inside and outside the classroom. Significant accomplishments include:

- collaborated with Keeling & Associates to conduct a comprehensive review of the Division of Student Affairs which resulted in a summary report praising the Division on its efficiencies and outlining strategies to strengthen its external support and institutional productivity
- presented to the Board of Trustees at the June meeting regarding the master planning process for residence halls and dining units
- established a University Commencement Committee and successfully executed August, December, and May commencement ceremonies
- hosted three Student Affairs Advocates' Board meetings which is comprised of 12 alumni and chaired by alumnus Timothy F. Smith and focuses on Student Affairs' development efforts
- hosted the Falcon Parents Advisory Board to review proposals from Student Affairs units regarding creative strategies to promote student retention and success – recipients included:
  - The Perfect Interview coaching program (Career Center);
  - Support for Killer Kourses supplemental instruction program (Center for Multicultural and Academic Initiatives);
  - Personal Wellness program (Recreational Sports and Wellness Connection);
  - First Year Achievement program (Residence Life); and
  - Peer-to-Peer Plus and Frugal Falcons programs (Student Money Management Services).
- supported Phi Kappa Phi, the University academic honorary, under the leadership of Dr. Edward G. Whipple who serves as president of the BGSU chapter as it initiated 156 members
- hosted receptions for alumni and friends of BGSU at the National Association of Student Personnel Administrators (NASPA) and American College Personnel Association (ACPA) annual conferences

- hosted the semi-annual City/Student Leader Lunch which provides an opportunity for both City and University leadership to engage in dialogue regarding current “town and gown” issues and initiatives
- appointed a task force in conjunction with the Vice President for Academic Affairs to review the status of residential learning communities and make recommendations for future growth
- appointed a task force in conjunction with the Vice President for Academic Affairs to review the University’s current co-op and internship programs; provided recommendations for the development of an RFP for the State of Ohio’s Choose Ohio First Co-Op/Internship Program; and to further enhance external engagement and provide a clear and defined role for faculty
- facilitated RFP process to manage University Dining Services and selected Chartwells College and University Dining Services to provide a leadership management team
- revamped University Opening Committee to coordinate efforts for University Opening Weekend.

#### Bowen-Thompson Student Union

Kim Jacobs and Gale Swanka, Management Team

The Bowen-Thompson Student Union (BTSU) continues to be an integral part of the University community. The variety of services, programs, and facilities combine to make this a daily stop for many people at BGSU and meet needs of the surrounding community. Significant accomplishments include:

- selected by the Association of College Unions International (ACUI) as the winner of the Excellence in Student Training Program Award for 2009
- received the 2009 Student Achievement Assessment Committee Award for “promoting student success” at BGSU:
  - over 95% of eligible student employees were retained from fall 2008 to spring 2009; and
  - student employees who attended the regional ACUI conference reported learning “best practices” via networking opportunities with peers and professionals from different institutions.
- cited in a new ACUI publication, *Enhancing Student Learning through College Employment (2009)* outlining the program’s learning outcomes rubric as a model for student employment programs across the country
- hosted approximately 10,000 events including: Homecoming, Family Weekend, Preview Days, President’s Day, Sibs & Kids Weekend, a Presidential Debate Watch with Charles Gibson, Board of Trustee meetings, Foundation Board meetings, numerous end of year banquets, both campus-wide addresses by President Cartwright, and Welcome Week events
- completed the first full year of operating Olscamp 101 audio-visual service which also involved upgrading equipment and system programming for the room
- launched a partnership with City Dry Cleaning whereby the Information Desk served as a drop-off and pickup spot for dry cleaning orders for the campus community, and the Student Union received a percentage of total sales as part of this new venture

- recorded utilization statistics from 2008-2009:
  - more than 1.3 million people visited the facility;
  - approximately 15,000 people entered the building the first day of fall semester; and
  - over 7,500 people attended 120 various student programs hosted in the facility.

### Career Center

JoAnn Kroll, Director

The Career Center provides career development and employment services that are responsive to the unique needs of students at Bowling Green State University. Through online job postings, on-campus interviews, job fairs, and other networking events, students have many opportunities to connect with leading employers in their fields. Career Center consultants help students learn and practice essential job search skills and secure part-time and seasonal positions, internships, and cooperative education assignments (i.e., real-world experiences that accelerate their preparation for and entry into a professional career). Additionally, career consultants help students assess their vocational interests, values, skills, and personal characteristics; investigate occupations and career paths; evaluate options and make decisions; and establish a plan to achieve their educational, professional, and life goals. In partnership with others, Career Center employees promote the value of applied learning and emphasize the importance of career development as a lifelong process. Significant accomplishments include:

- implemented NACElink, a leading career services administrative system from the National Association of Colleges and Employers, which streamlined job postings, on-campus recruiting, event management, reporting, and e-mail management was implemented and provided students access to shared job postings from more than 800 universities through My BGSU:
  - expanded the Center's employer database to more than 7,800 recruiters representing 4,528 organizations (i.e., a 34% increase);
  - increased student use by 146% and documented 254,944 student views of job postings; and
  - evaluated more than 1,655 individual resumes.
- executed four major job and internship fairs with 2,191 students and 1,008 representatives from 422 organizations attending
- facilitated 3,368 student interviews either at job fairs or the Career Center with 478 on-campus recruiters representing 464 organizations
- presented 182 workshops on career planning, student employment, job search strategies, and career management topics reaching 4,591 students
- assisted 2,621 students and recent alumni with career planning through individual, on-line, and drop-in appointments
- assisted 811 students secure part-time and seasonal jobs off-campus through the Job Location & Development Program (JLD) with estimated earnings totaling \$3,114,299
- recognized student worker contributions through the "Student Employee Appreciation and Scholarship Reception" and awarding four \$500 scholarships for outstanding work
- administered and managed the human resource functions for 4333 on-campus student employees who earned a total of \$10,504,791

- consulted with and advised Student Financial Aid in preparation for the University's change in administering the Federal Work Study program
  - created a University-wide communication plan and conducted town hall meetings to inform the campus community of change from department-based allocations to student-based model; and
  - participated in fit-gap, development, system testing, and conversion activities as part of the FWS "go-live" for the PeopleSoft CSS implementation.

### Counseling Center

Dr. Craig Vickio, Director

The Counseling Center strives to promote the psychological wellbeing of students from diverse backgrounds; to foster their development, learning, and academic success; and to provide appropriate intervention when students are experiencing serious mental health concerns. The staff aspires to respect cultural, individual, and role differences. The Center's goal is to create a safe, supportive, and affirming climate for individuals of all races, ethnicities, national origins, genders, gender identities, sexual orientations, religions, ages, abilities, sizes, socioeconomic statuses, languages, and cultures. Significant accomplishments include:

- provided over 5,000 presentations, counseling sessions, and outreach activities to more than 6,000 students, faculty, and staff
- surveyed students during spring 2009 semester and found 84.8% reported counseling services helped them cope more effectively with a problem in their life
- created a Counseling Center Diversity Committee to reach out to underrepresented student groups on campus, encourage staff involvement in multicultural campus events, and institute diversity initiatives within the Center
- received \$10,000 in funding from local donors to establish computer workstations which will enable students to enter initial demographic data and clinical information directly into an electronic data management system
- collaborated with the Ohio Department of Mental Health to develop and implement a state-wide psychological first aid "training of trainers" program
- initiated a campus-wide public relations campaign to heighten awareness of the Counseling Center's services.

### Office of the Dean of Students

Jill Carr, Assistant President for Student Affairs and Dean of Students

The Office of the Dean of Students is designed to aid the total development of students at Bowling Green State University through the coordination of campus activities, programs, and services. Staff members are available to assist students with virtually any question, issue, or problem. The office has administrative oversight for Orientation and First-Year Programs, Student Discipline, Off-Campus Student Services, Spirit Groups, Campus Activities, Multicultural Affairs, Student Money Management Services, the Sidney A. Ribeau President's Leadership Academy, and Parent and Family Programs. Significant accomplishments include:

- assisted with the planning and implementation of campus visits by Vice-Presidential candidates Sarah Palin and Joe Biden
- assisted the Associate Vice President for Governmental Affairs with Higher Education Act compliance in relation to student voter registration
- coordinated conversations with college associate deans for the purpose of discussing how to best address student behavioral issues in the classroom
- developed plans to provide services for veteran students returning to BGSU
- surveyed BGSU students and found that 96.5% were aware of the Code of Student Conduct and 80.5% were cognizant that the Code applies to behaviors both on and off-campus.

#### Office of Campus Activities

Dr. Jeffrey Coats, Associate Dean of Students

The Office of Campus Activities provides opportunities for students and their parents and families to become involved in and connected to Bowling Green State University. From admission through graduation, the Office of Campus Activities is a source of meaningful co-curricular experiences. Through programs and services, the college experience is enriched, the University's Core Values are promoted, personal growth and development are facilitated, and the educational mission of the University is supported. Significant accomplishments include:

- raised \$127,000 for Children's Miracle Network via Dance Marathon 2009
- executed the LeaderShape program with 32 attendees
- implemented a new web-based platform for student organizations to manage relevant data and the annual registration processes
- increased student participation in Homecoming events by 12% from the previous year
- received the Black Student Union 2009 "Reaching Out" award for engaging students/people of color on-campus and facilitating dialogue among staff about diversity
- chartered 15 new student organizations over the course of the 2008-2009 academic year
- collaborated with the Office of Residence Life and Greek Affairs to conduct the 2009 Leadership Academy.

#### Orientation and First-Year Programs

Jodi Webb, Associate Dean of Students

The first year for entering students begins with BGSU's comprehensive Orientation & Registration program and continues via First Year Programs' efforts to help new students make a smooth transition to university life. Specific programs and activities are designed and offered to enhance the first-year student's experience both in and out of the classroom. Significant accomplishments include:

- coordinated the first University Welcome for all first-year students on Saturday, August 23, 2008 in Anderson Arena
- collaborated with Registration and Records, Admissions, the Office of the Provost, and college offices to revise the Transfer Orientation & Registration process to allow for earlier course registration as well as an enhanced schedule that included an expanded focus on campus resources and student success
- partnered with Advising and Academic Success to publish and distribute four issues of *BGSU Transitions*, a newsletter for new transfer students at BGSU
- collaborated with the Center for International Programs to better integrate and address the needs of incoming international students during their orientation program
- organized 23 Orientation & Registration sessions during 2008-2009:
  - conducted 17 program sessions for new students with over 3,100 students participating;
  - facilitated four transfer sessions with over 500 students participating; and
  - executed two Orientation & Registration sessions in January 2009 for freshman and transfer students entering BGSU for the spring semester with approximately 170 students participating.
- offered 37 sections of UNIV 1000 in fall 2008 when enrolled approximately 700 new students
- coordinated approximately 125 First Year Success Series workshops focusing on study skills, time management, diversity, wellness, career exploration, and campus involvement in collaboration with various campus programs and offices.

### Sidney A. Ribeau President's Leadership Academy

Dr. Julie Snyder, Interim Director

The Sidney A. Ribeau President's Leadership Academy (PLA) is a unique four-year program for students who are serious about developing their leadership skills. As students at BGSU, PLA Scholars learn to model their academic and co-curricular development based on a set of leadership values: honesty, integrity, knowledge, vision, open-mindedness, trust, cooperation, dependability, and philanthropy. Significant accomplishments include:

- changed the program's name through action by the Board of Trustees to the Sidney A. Ribeau President's Leadership Academy in honor of the ninth president of BGSU, founder, and creator of the leadership academy
- provided the first PLA alternative spring break opportunity for students who wanted to participate in a government immersion project in Columbus, OH
- maintained high academic achievement among PLA scholars:
  - Fall 2008 cumulative GPA was 3.16 with 80 of the 115 scholars achieving a 3.0 or higher and 41 scholars earning a 3.5 or higher; and
  - Spring 2009 cumulative GPA was 3.09 with 62 of the 114 scholars achieving a 3.0 or higher and 35 scholars earning a 3.5 or higher.
- administered surveys to PLA scholars to assess student learning and program effectiveness:

- 69.2% of past PLA scholars indicated that their participation in PLA has taught them how to establish meaningful relationships with faculty members; and
- 96.6% of sophomore PLA scholars were able to recognize a leader whose actions and words are congruent with the values they express.

### Student Money Management Services

Dr. Duane Whitmire, Director

Student Money Management Services provides free financial education services to BGSU undergraduate and graduate students. Significant accomplishments include:

- awarded a \$5,000 grant from the Falcon Parent Advisory Board for the Peer-to-Peer Plus and Frugal Falcons Proposal
- coordinated the 2008-2009 *Smart Money Conference: Implementing the New Ohio Personal Finance Mandate* with 100 attendees in collaboration with from five off-campus and two on-campus sponsors
- launched several new initiatives:
  - Satellite Hours (in Kreischer-Ashley residence hall and later moved to the Bowen-Thompson Student Union);
  - Self-sustaining Smart Money Conference;
  - Ca\$h Cart;
  - Student Financial Literacy Survey; and
  - SMMS in the News.
- recorded utilization statistics:
 

○ Individual Financial Education Sessions	89 students
○ Falconomics Group Seminars	548 (21 total sessions)
○ Comprehensive and Interactive Web Site	2917 hits per month
○ Special Programs	126 (four sessions)

### Disability Services

Dr. Robert Cunningham, Director

The Disability Services Office is evidence of Bowling Green State University's commitment to provide a support system which assists in conquering obstacles that persons with disabilities may encounter as they pursue their educational goals and activities. The office helps to facilitate mainstream mobility and recognize the diverse talents that persons with disabilities have to offer to the University community. In compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act, and applicable rules of the Department of Education, BGSU is developing further plans to assure equal educational and employment opportunities.

Significant accomplishments include:

- executed the first Disability Mentoring Day in conjunction with the Ohio Rehabilitation Services Commission and the BGSU Department of Human Resources
- awarded new scholarships to two students with ADHD diagnoses (total \$20,000)

- collaborated with Owens Community College and the University of Toledo on the possible development of a sign language provision consortium
- collaborated with BGSU's Office of Design and Construction relative to facilities and Master Plan accessibility compliance
- established a partnership with the Ability Center of Toledo relative to future updates of the institutional self-evaluation and transition plan
- collaborated with the Counseling Center to develop and implement a series of awareness programs for faculty
- administered surveys to students visiting the Office of Disability Services and noted:
  - 68.2% of students indicated that the Office of Disability Services improved their ability to self advocate; and
  - 86.4% of students indicated that the Office of Disability Services helped them achieve their academic goals.

### Intercollegiate Athletics

Gregory Christopher, Assistant Vice President for Student Affairs and Director

The Department of Intercollegiate Athletics at Bowling Green State University is committed to cultivating champions in academics, sport, and life. The department is guided by the University's traditions of academic excellence and service to community as well as its Core Values. The staff help students develop commitments to self and dedication to their community as well as promote integrity and welfare among student-athletes. The department effectively and efficiently utilizes resources and maintains an unwavering commitment to fairness and teamwork. Through diverse backgrounds and talents, staff members promote community among athletes and provide unique learning opportunities. The staff serve the community through celebration of the University's mission and heritage and by helping to shape its tradition and future. Intercollegiate Athletics at BGSU strives for excellence in 18 sports; we achieve it as one team. Significant accomplishments include:

- achieved an overall student-athlete GPA of 3.03
- implemented strategies to increase student-athlete graduation rates to 70%
- placed eight sports in the top half of the Mid-American Conference
- increased Falcon Club donations by 7% from the previous year
- received pledges and gifts in excess of \$13 million earmarked for the construction of the Stroh Center
- developed a plan to have 100% participation from all 18 sports in community service projects

### Office of Multicultural Affairs (formerly Center for Multicultural and Academic Initiatives)

Dr. Emily Monago, Director

The Office of Multicultural Affairs provides academic, personal, social, and cultural support to students. Through programs, such as Diversity Education Training and the Safe Space Ally Building Workshop, staff strive to promote a campus environment that understands and embraces multiculturalism. Multicultural Affairs also offers culturally rich programming experiences through events such as Kwanzaa and the annual Dinner Theater. Offering various

scholarships for academic excellence, Multicultural Affairs plays a crucial role in the recruitment and retention of underrepresented students. Significant accomplishments include:

- sponsored the Champions Programs which recognized 380 students of color with GPAs of 3.0 or higher and the Einstein Scholars for students with 4.0 GPAs
- conducted the National Coalition Building Institute (NCBI) Train the Trainer workshop and added approximately 20 new NCBI trainers to conduct this national award winning workshop, including three from Lorain County Community College
- created time management and decision-making videos and PowerPoint presentations with assistance from Visual Communications Technology, Counseling Center, Student Affairs Technical Support, the Center for Teaching and Learning, and students
- established a liaison partnership with Target to recruit students of color, which resulted in the office is being recommended for a Target Community Grant
- co-sponsored the Spring 2009 CAUSE (College and University Students for Equality) with Equality Ohio
- achieved a 98% retention rate for the Success Program for Upper-class Students from fall 2008 to spring 2009 semester
- collaborated with Academic Affairs to provide Monthly Diversity Dialogues
- trained eight new diversity peer educators and the seven returning
- facilitated 13 diversity workshops executed by peer facilitators.

#### Pre-College Services

Bonita Bembry, Director

The Office of Pre-College Services (i.e., Educational Talent Search Program and Upward Bound Program) at Bowling Green State University assists targeted low income and potential first generation college students by providing educational services and activities designed to increase secondary achievement and motivate postsecondary matriculation and graduation. Significant accomplishments include:

- assisted 1,095 program participants via the Educational Talent Search Program (required to annually serve 950 program participants funded by the U.S. Department of Education):
  - 819 were promoted to the next grade in middle or high school;
  - 256 received a high school diploma; and
  - 186 enrolled in a program of postsecondary education.
- provided fundamental support and opportunities to 94 Upward Bound (UB) Program participants (required to annually serve 75 program participants funded by the U.S. Department of Education):
  - 31 were new program participants;
  - 63 were continuing program participants;
  - 10 received a high school diploma; and
  - 10 enrolled in a program of postsecondary education.
- continued a partnership with the Office of Admission to provide tours, lunch, and presentations to four targeted Toledo high schools about Bowling Green State University
- established PAL (Peers Assisting in Learning), an academic tutoring which encourages program participants with a grade point average of 3.0 or higher to assist their peers

- maintained the partnership with the University of Toledo National Youth Sports Program (NYSP) to provide a general education component in the area of career exploration
- continued a partnership with BGSU's Continuing Education & Extended Education which invites females from specific Toledo middle school females to attend the Women in Science, Math, Engineering, and Technology Workshop.

#### Recreation and Wellness (formerly Recreational Sports)

Dr. Stephen Kampf, Assistant Vice President for Student Affairs and Director

The Department of Recreation and Wellness is a comprehensive program that provides unique opportunities for recreation, wellness, and student development; promotes healthy lifestyles to the university and surrounding communities through personal and team challenges, hands-on educational experiences, and competitive activities; aids in student recruitment and retention; and supports the university's core values and diversity initiatives to enhance the quality of life through the balance of work and play. Significant accomplishments include:

- expanded the Student Development and Leadership (SDL) program for student employees to include twelve educational sessions which were assessed using Kolb's learning theory
- initiated on-line registration for intramural sports, outdoor program trips, and fitness classes
- planned and executed four facility "mock accidents" in collaboration with BGSU Police and City of Bowling Green Fire Department staff
- finalized an agreement with the Bowling Green Parks and Recreation Department allowing for reciprocal use of facilities during annual shutdown periods
- transitioned the Wellness Connection into Recreational Sports in January 2009 which provided exciting wellness programs, services, and presentations to numerous students and staff on campus and represents a university commitment to student health and wellness
- collaborated with Wood Lane Schools, BGSU Disabilities Services, and the YES program to fund an adaptive climbing program which resulted in over \$2,500 in grant money
- continued to serve as an integral part of the co-curricular experience for BGSU students - selected participation counts for 2008-2009:
 

○ Student Recreation Center	279,880
○ Group Exercise	12,028
○ Perry Field House	70,538
○ Intramural Sports	8,464
○ Sport Clubs	496
○ Public Skating	9,638
○ Golf Course Memberships	248

### Office of Residence Life

Dr. Michael Griffel, Director

The Office of Residence Life provides students with a comprehensive living and learning environment that supports the educational mission of BGSU through a variety of residentially-based programs and services. These include leadership development opportunities, engaging environments that enhance and support students' academic and personal needs, and a variety of programs that expose students to new concepts, issues, and ideas. Significant accomplishments include:

- facilitated joint training for RAs and Peer Facilitators in collaboration with BGeX to provide a smooth transition for first-year students
- developed communication plans for incoming students and current residents in collaboration with Undergraduate Admissions, Marketing and Communications, and Unigraphics in order to establish relationships with new students earlier in the admissions process and to strengthen the connection with current residents whereby increasing on-campus retention
- created an on-line form for reporting hours of service hours completed in collaboration with the Office of Campus Activities and the Office of Service Learning
- provided funding and physical space for the Writing Center to offer satellite offices within the residence halls for consultations
- added two new residential communities:
  - Science and Math Educators in Action (SMEA) is a four-year scholarship program with a summer bridge component; and
  - The Construction Management theme program will allow residents to participate in extracurricular activities under the guidance of the construction faculty.
- configured and launched Residential Management System (RMS)
- generated approximately \$600,000 in revenue via conference programs which involved several returning camps and conferences as well as some new groups (e.g., the Family Motor Coach Association and NWSynod) being recruited.

### Office of Greek Affairs

Gordy Heminger, Interim Associate Director of Residence Life and Director

BGSU's fraternity and sorority community enjoys more than a 60-year history and includes 45 active chapters. Fraternity and sorority members share in scholastic, social, athletic, community service, and leadership experiences while also participating in self-governance. Significant accomplishments include:

- increased the percentage of men and women who joined Greek-letter organizations from 12% to 13% (i.e., total membership includes 1,724 students)
- executed the Leadership Academy in concert with the Office of Campus Activities
- implemented a combined training day for over 70 students from all executive boards and committee members of the Go Greek Team, Greek Week Steering

Committee, Housing Board, Judicial Boards, Scholarship Board, and Greek Leadership Team

- partnered with the Office of Alumni and Development to conduct workshops for chapter alumni relations officers to help improve outreach efforts.

### Student Health Service

Barbara Hoffman, Interim Director

BGSU Student Health Service (SHS) provides accessible, caring, high-quality, confidential, cost-effective health care services to a diverse student population. The staff empowers students to become knowledgeable health care consumers and assists them in making positive lifestyle choices. The department is dedicated to respecting and protecting patient rights and interests. Significant accomplishments include:

- participated in the National College Depression Partnership with 20 other colleges and universities and implemented the PHQ-9 depression assessment tool to students seen in primary care
- partnered with the Counseling Center and received Human Subjects Review Board (HSRB) approval for the student-centered research study on depression made available by a National College Depression Partnership grant totaling \$8,400
- collaborated with the Counseling Center to provide psychiatry services to students
- introduced student self check-in thereby reducing visit times
- initiated collaborative efforts with the Counseling Center's leadership team to merge both areas and enhance service and continuity of care for BGSU students
- accredited by the Accreditation Association for Ambulatory Health Care (AAAHC) for 2009-2011
- Recorded utilization statistics:
 

○ Appointments with health care provider	23,124
○ Athletic pre-participation physicals	431
○ Laboratory Services only visits (no MD/NP seen)	735
○ Pharmacy Services only visits (no MD/NP seen)	19,538
○ ATOD student visits	376
○ Dietician visits	234
○ Viewpoints & Perspectives	445
○ Psychiatric visits	21
○ Total visits by students to the clinic units	44,904

### Student Publications

Robert Bortel, Director

Student Publications is the home of all major University-sanctioned student publications, including: *The BG News*, *The KEY Magazine*, *The Gavel*, *The Obsidian*, *bgviews.com*, *University Resource and Information Guide*, and *First Year Insight Magazine*. Student Publications also houses UniGraphics, a desktop publishing and design group staffed by University students who receive internship experience. Significant accomplishments include:

- supported collaboration between *The BG News* and Off-Campus Student Services to provide an online off-campus housing directory for students to search a database of local options for living off-campus
- converted the University yearbook into a series of four-color magazines which aligned the co-curricular activities with students' educational needs within the School of Media and Communication
- launched an interactive Web news and community information portal bgviews.com which:
  - redefined the journalism role and functions of students at the University; and
  - built community among student populations by offering self-publishing capabilities of content and increasing interactive dialogue among all parties
- realigned media delivery channels and adjusted publishing activities to meet the demands of a competitive marketplace and align co-curricular learning environments more closely with the academic and retention needs of the University
- collaborated with the student business service fraternity Delta Sigma Pi to produce a University branded and student-focused planner
- received special recognition for *The BG News*:
  - the professional chapters of the Society of Professional Journalists cited the publication as one of the top college daily newspapers in the state of Ohio; and
  - one of 75 college and commercial papers selected for inclusion in the table book *President Obama: Election 2008* commemorating best national coverage of the 2008 Presidential Election.

### TRiO Collegiate Services

Sidney Childs, Director

TRiO Collegiate Services is the home of two federally-funded TRiO programs at BGSU: Student Support Services and the Ronald E. McNair Postbaccalaureate Achievement program. TRiO provides unique and personalized academic support services in an environment that inspires engaged learning. Significant accomplishments include:

- awarded over \$90,000 in grant-aid to students and over 85% of these students plan to return to BGSU for fall 2009
- collaborated with the Center for Undergraduate Research and Scholarship, Academic Investment in Math and Science (AIMS), Student Achievement in Research and Scholarship (STARS), and the Office of Sponsored Programs and Research (SPAR) to offer an undergraduate track at the annual BGSU Research Conference
- graduated the first class of scholars from the McNair Scholars Program and 60% will be attending graduate or professional programs in fall 2009:
  - 11 scholars presented their research at a national and/or local conference; and
  - Two scholars were recognized for outstanding undergraduate research.
- provided tutoring to 146 students (i.e., 84% increase)
- provided 1,200 hours of advising and 2,300 total contacts (i.e., 35% increase)
- experienced an increase in the number of students who received advising on academic, career, financial aid or personal concerns from a member of the advising team:
  - 96% of all first-year students met with a program advisor at least twice; and

- 63% of students with a GPA below 2.0 met with a program advisor at least four times a semester.
- merged the four TRiO programs at BGSU into one department to improve the coordination of programs that provide access and retention services to first-generation, low-income, and students with disabilities from grade school to postgraduate education

### University Dining Services

Daria Blachowski-Dreyer, Nancy Joseph, Robert Swanson, and David Maley, Management Team

University Dining Services aspires to be recognized as providing outstanding services, quality food, and value in a clean and pleasant environment. Through collaborations with business partners, academic departments, and the entire campus community, the University Dining Services' team utilizes technology and innovation to expand knowledge, increase efficiency and provide a greater return to the University. Significant accomplishments include:

- completed the National Association of College and University Food Services (NACUFS) Professional Standards Review
- launched *Salads by Design* (located in the newly renovated Commons Marketplace) which received the 2009 "Best in the Business" Campus Convenience Store Award for excellence in the *Foodservice Application* category from PepsiCo Foodservice
- entered into a management partnership agreement with Chartwells to increase revenue and resource base
- coordinated ServSafe Food Protection Manager Certification training for seventeen University Dining Services' staff members
- awarded five \$1,000 Gordon Food Service scholarships as well as six \$250 book scholarships courtesy of Gordon Food Service and generous donations from staff members to selected student employees
- developed the 'Dine on Campus' web site to improve functionality
- participated in the facility master planning process along with the Office of Residence Life.

## Student Affairs and University Committee Highlights

### ADA Advisory Committee

The ADA Advisory Committee is charged with raising awareness of disability issues within the campus community; promoting the concept of shared responsibility regarding the full integration of persons with disabilities into the campus community; and collaborating with campus constituents to ensure the institution maintains compliance with applicable federal and state laws and mandates.

#### Major Accomplishments

- Planned and executed Disability Mentoring Day in which clients from the Rehabilitation Services Commission conducted a half-day work experience in a variety of areas on campus (e.g., Jerome Library, Human Resources, Parking and Traffic, Recreational Sports, Dining Services, and Disability Services).
- Participated in WINDMILLS training to increase the quantity and quality of employment opportunities for persons with disabilities.
- Reviewed the video “My Country” which highlighted the disability rights movement and issues for possible strategies in working with students who have a disability.

#### Preliminary Priorities for 2009-2010

- Promote and facilitate WINDMILLS training in respective areas and throughout the university.
- Publish an article in *The BG News* to enhance awareness of the committee’s existence and activities.
- Invite guests from Student Affairs and academic units to meetings to discuss collaborative activities leading to improved access and awareness.
- Work to expand the Disability Mentoring Day experience for additional mentors and mentees.
- Recruit new members for the committee from areas where representation seems logical and critical.

### BGSU Human Relations Commission

The BGSU Human Relations Commission (HRC) promotes an environment where faculty, staff, and students work and recreate with dignity and respect; academic freedom for all members of the community; the exchange of intercultural ideas and values; fair and just treatment for all members of the community; and an atmosphere in which positive and sensitive adjustments to social problems and opportunities are encouraged.

#### Major Accomplishments

- Coordinated the **B!G on Respect** Video Contest.
- Supported the BG Human Rights Ordinance.
- Maintained the University’s diversity calendar.

- Co-sponsored programs with the Office of Multicultural Affairs and the Latino Issues Conference.

#### Preliminary Priorities for 2009-2010

- Expand the **B!G on Respect** Video Contest by working with neighboring universities and *Erase the Hate* Campaign.
- Participate in National Day of Writing by sponsoring a Writing, Rapping, and Respect Contest.
- Continue to build connections with the City of Bowling Green Human Rights Campaign.
- Facilitate discussion among classified and administrative staff as well as faculty about workplace climate issues, especially the need for civility and respect.
- Provide professional development workshops for HRC members, focusing on diversity training, cross-cultural communication, and relating to people with various viewpoints.

#### Drug, Alcohol and Sexual Offenses Coalition

The Drug, Alcohol, and Sexual Offenses Coalition develops and coordinates prevention and intervention strategies that facilitate the promotion of responsible decision making by all members of the BGSU community.

#### Major Accomplishments

- Distributed magnets describing the signs and symptoms of alcohol poisoning to students.
- Collaborated with Intercollegiate Athletics to host educational sessions on hazing and sexual assault.
- Investigated smoking ban policies from other campuses.
- Outreached to *The BG News* and property managers from Copper Beach regarding the use of alcohol imagery in advertisements.

#### Preliminary Priorities for 2009-2010

- Work with Faculty Senate, Undergraduate Student Government, and Graduate Student Senate to increase membership from those groups.
- Review and update the Coalition's mission statement as appropriate.
- Revisit the proposal for aligning Spring Break and St. Patrick's Day with the new Senior Vice President for Academic Affairs and Provost.
- Support educational programs through financial co-sponsorship, funding permitted.
- Review and update the Coalition's web site.

#### Leadership Advisory Board

The Leadership Advisory Board strives to create a comprehensive leadership plan for undergraduate students. Of primary focus to the Board is the continued development and

execution of the four-phase BGSU LEAD (Leadership, Engagement, Action, Development) program.

#### Major Accomplishments

- Piloted a second year of the BGSU LEAD program with 37 students.
- Collaborated with the Department of Intercollegiate Athletics resulting in 22 student athletes completing Phase I of the BGSU LEAD program.

#### Preliminary Priorities for 2009-2010

- Piloting and the growth of the LEAD program
- Marketing of the LEAD program

#### Lesbian, Gay, Bisexual, and Transgendered Advisory Board

Did not receive a report.

#### Recreational Sports Advisory Board

The Recreational Sports Advisory Board reviews and makes appropriate recommendations regarding policies and procedures pertaining to the Bowling Green Recreational Sports program including, but not limited to programs, operations, facilities, and the annual budget.

#### Major Accomplishments

- Adjusted several rates and fees to ensure continued financial solvency (e.g., golf cart rental, intramural, and facility usage rates).
- Recommended decreased hours of operation for the Student Recreation Center as a result of budget reductions.

#### Preliminary Priorities for 2009-2010

- Continue to exam fees and rates for programs and services.
- Assist in the planning of Student Recreation Center's 30<sup>th</sup> Birthday Celebration.
- Continue to monitor hours of operation related to budgetary reductions.

#### Student Affairs Assessment Committee

The Student Affairs assessment committee's goal is to systematically collect, review, and use information about the effectiveness of the services and programs provided by each unit comprising the Division of Student Affairs for the purpose of improving student learning and development. In addition, the committee consults with departments to assist in the effective implementation of assessment plans.

#### Major Accomplishments

- Launched a needs assessment in Fall 2008:
  - results were distributed to assessment committee; and
  - professional development ideas were formulated to be implemented in future professional development opportunities.

- Drafted Division of Student Affairs Learning Outcomes.
- Conducted research to determine factors that influenced sophomore student success and retention.
- Assisted Student Affairs' departments in developing two student learning outcomes for assessment in spring 2009.

#### Preliminary Priorities for 2009-2010

- Create comprehensive Student Affairs Assessment timeline:
  - include departmental assessments along with university-wide assessment opportunities; and
  - initiate oversight of assessment to ensure student learning outcomes are effectively measures.
- Implement on-line process for reporting department priorities, assessment measures, and other indicators of student learning and success.
- Continue efforts to educate staff on student data available from Institutional Research and other offices.
- Provide National Survey on Student Engagement workshop for Division staff.
- Align departmental learning outcomes with University learning outcomes.
- Create more comprehensive Student Affairs assessment web presence.

#### Student Affairs Diversity Committee

The Student Affairs Diversity Committee focuses on the expansion and advancement of informational and educational opportunities for staff in the Division of Student Affairs as it relates to creating an inclusive campus community for diverse populations.

#### Major Accomplishments

- Produced two advertisements in *The BG News* during the months of November and December to promote awareness of holiday traditions (e.g., Hanukah and Kwanza).
- Administered an on-line version of the Measure of Multicultural Aptitude Scale (MMAS).
- Provided representation on the Campus Diversity ad hoc Work Group that developed a proposal for the Presidential Commission on Inclusion and Diversity.

#### Preliminary Priorities for 2009-2010

- Continue to work on "Knowledge Building" across the Division.
- Develop web site to highlight committee's work and educational opportunities.
- Develop an assessment to specifically address training needs within the Division.
- Identify areas of collaboration and co-sponsorship for targeted programs and workshops.
- Plan and implement four (i.e., two fall and two spring) educational opportunities for staff in the Division.
- Conduct a full-day National Coalition Building Institute (NCBI) workshop for all committee members who have not had the opportunity to participate.

### Student Affairs Facilities Committee

The Facilities Committee develops and maintains an inventory of the Division's capital assets and creates a process for prioritizing deferred maintenance items, renovation, and construction projects on a trimester planning cycle (i.e., fall, spring, and summer). The committee also supervises and coordinates all major internal construction and renovation projects on behalf of the Division in conjunction with facilities staff, Capital Planning, and various contractors as appropriate.

#### Major Accomplishments

- Progressed toward implementing service agreements for preventive maintenance between Recreational Sports (now Recreation and Wellness), University Dining Services, and the Bowen-Thompson Student Union.
- Worked in concert with Capitol Planning to implement HB251 energy changes within student affairs' facilities.
- Piloted proposed web portal communication with several departments within Student Affairs.

#### Preliminary Priorities for 2009-2010

- Finalize service agreements for preventive maintenance between Recreation and Wellness, University Dining Services, and the Bowen-Thompson Student Union.

### Student Affairs Information Technology Committee

The Information Technology Committee works collaboratively with BGSU Information Technology Services (ITS) and assesses technology needs within the Division of Student Affairs. Committee members implement and refine plans that increase divisional strengths and address divisional challenges with respect to information technology.

#### Major Accomplishments

- Conducted a Division-wide comprehensive technology survey.
- Collaborated with ITS web developers as well as Marketing and Communications to create a cohesive structure for Student Affairs' departmental web sites.
- Provided multiple useful tips and tutorials to division employees via the monthly *Student Affairs Newsletter*.

#### Preliminary priorities for 2009-10

- Follow-up with 2008-2009 desktop replacements to ensure completion and update the inventory of computers and printers in all Student Affairs' departments.
- Prepare a priority ranking for the 2009-2010 desktop systems replacement by ITS.
- Create and maintain a web presence for SA-ITC including emerging technologies, links to resources (on and off campus), as well as other technology issues.
- Explore how student affairs divisions at the other four-corner institutions are using technology.
- Work with Student Affairs Staff Development Committee to include technology topics into professional development sessions.

### Student Affairs Staff Development Committee

The Staff Development Committee collects and utilizes assessment data to coordinate and implement Division-wide staff training and development activities.

#### Major Accomplishments

- Hosted a conference entitled “Change: Opportunity, Growth, and New Perspective” attended by over 160 employees attended.
- Facilitated several roundtables and brown bag events; Dr. Carol Cartwright served as a guest speaker at the session “Women in Higher Education.”
- Assisted with the annual Division of Student Affairs New Employee Orientation that provided a forum to welcome and introduce thirty-nine individuals to the Division.
- Executed a pantry drive among employees within the Division in which over 2,800 pounds of food was collected and donated to local food pantries.

#### Preliminary Priorities for 2009-2010

- Continue with Staff Development Conference.
- Facilitate New Employee Orientation.
- Review Brown Bag Series for effectiveness and continuation.
- Partner with other departments around campus as appropriate to avoid duplication.
- Execute at least one charity event per year.

### University Safety Committee

The University Safety Committee partners with campus personnel and students to resolve, investigate, and recommend new initiatives for a safe campus community. The scope of the committee extends to the review of campus safety policies, procedures, practices, and current conditions in the area of educational programs, facilities, and enforcement.

#### Major Accomplishments

- Collaborated with the Wellness Connection to fund and distribute Spring Break kits.
- Modified the “Seasons of Safety” handbook for distribution during the next academic year.

#### Preliminary Priorities for 2009-2010

- Follow-up on surveying no smoking signage on campus; investigate educational and awareness materials and activities at the request of the Director of Risk Management.
- Investigate expanding the Safety Committee web site.
- Develop training modules on injury prevention for campus constituent groups (e.g., Administrative Staff Council and Classified Staff Council) based upon statistics compiled by Environmental Health and Safety.

## **Division of Student Affairs Strategic Planning Process**

As part of the campus-wide strategy development and prioritization process, the Division of Students Affairs facilitated focus groups with classified and administrative staff to provide input into the University's strategic planning process. During the fall 2008, seven focus groups were facilitated and over 70 staff members discussed the University goals delineated during the campus-wide *Charting Our Future* process. The goal of these dialogues was to develop strategies and action items that achieve the University goals.

### **Student Affairs Strategic Planning – Part One: Contribution to the BGSU *Charting Our Future* Campus Strategic Planning Process**

Using the University's six broad-based goals, the following strategies were proposed and submitted to the Strategic Planning team.

#### Goal #1: Facilitate lifelong learning, critical thinking, and personal growth

- Examine ways to substantially enhance student engagement by strategically improving the quality of the learning environment, through review of college academic programs, college alignment, program redundancy, etc;
- Enhance relationships with external shareholders (e.g., high school guidance counselors and business leaders) to promote all forms of learning;
- Partner with regional community colleges on a “combined college experience” (i.e., 2 + 2, 60 + 60); and
- Create more diverse and specialized learning communities that would provide further opportunity for partnering (internally and externally) with corporations and colleges (more investment in scholarships, direct feeder for job recruitment, and more corporate tie-in for faculty and the curriculum).

#### Goal #2: Produce high-quality scholarship and creative achievements throughout the University

- Create internal co-op and internship opportunities and other cooperative and experiential learning to academic tied to academic discipline, such as undergraduate research within the university;
- Achieve common purpose and learning outcomes among learning communities;
- Develop scholarships to foster institutional co-ops, internships, and other experiential learning; and
- Attract accomplished faculty, staff, and student resources through elimination of weak academic programs and reallocation of resources to strengthen remaining academic and non-academic programs and services.

#### Goal #3: Build a diverse community and culture of inclusion

- Ensure diversity education focuses on opportunities to increase awareness, knowledge, and skills for all campus members;

- Assess, quantify, and identify the changing needs of students in regard to issues of race, ethnicity, culture, gender, religion, sexual orientation, age, ability, or status as a veteran to prepare students for life-long success; and
- Continue to integrate diversity into campus curriculum co-curriculum.

Goal #4: Develop mutually beneficial relationships between all stakeholders

- Identify key internal and external stakeholders;
- Establish the BGSU brand (experience or identity) that includes input from all stakeholders; and
- Identify opportunities to leverage resources to increase program efficiencies eliminate duplication, and enhance student success (i.e., college realignment).

Goal #5: Support faculty and staff performance and development

- Establish a campus-wide training module that educates all campus community members about the University's mission, organization, functions, and priorities;
- Establish professional development as a performance expectation and support faculty and staff efforts in continuous learning and skill development; and
- Infuse instructional and communication technologies, administrative systems, and "best practices" to increase faculty and staff performance and development.

Goal #6: Create an optimal fiscal and physical plant infrastructure

- Create a facility master plan to prioritize projects for future funding cycles for:
  - Heightening operation efficiencies ;
  - Increasing recruitment and retention; and
  - Creating an environment conducive to holistic learning and research.
- "Fast track" upgrades to:
  - Residence halls and small group living units;
  - Facilities that support "centers of excellence"; and
  - High-priority facilities.
- Tie budget decisions to assessment results using program reviews, accreditation visits, learning outcomes measures, achieved efficiencies, and demonstrated impact on institutional mission and goals, along with other data.

## **Student Affairs Strategic Planning – Part Two: Development of Student Affairs 2009-2010 Action Items**

During the May 2009 SAC retreat, Division *action items*, linked to the seven University strategies were proposed. The following strategic action items were forwarded to the Vice President for Student Affairs and will be implemented during the 2009-2010 academic year.

### **Strategy #1**

#### **Create distinctive coherent undergraduate learning experiences that integrate curricular and co-curricular programs**

- Promote student engagement and leadership development through intentional collaboration with faculty and academic leaders to foster student success;
- Identify Student Affairs units that offer internships and practicum opportunities for credit and work collaboratively with faculty and administrators in Academic Affairs to assess and strengthen the learning experience;
- Increase student participation in co-curricular experiences (e.g., student organizations, Greek organizations, residential communities, campus committees, recreational sports programs, service learning, on-campus employment, internships, and other areas);
- Create an online community for faculty and staff to share ideas and develop strategies designed to increase student involvement and learning through curricular and co-curricular activities; and
- Engage faculty in a discussion and collaborative planning effort to initiate, encourage, and design strategies to integrate co-curricular and applied learning into curricula.

### **Strategy #2**

#### **Expand the student populations for BGSU enrollment and implement programs to recruit them and retain them to successful program completion.**

- Increase opportunities for prospective students to attend BGSU programs by engaging more junior high and high schools;
- Strengthen collaborative initiatives between the Office of Admissions and the Division of Student Affairs to increase our understanding of the unique needs and expectations of our changing student demographic (e.g., race, ethnicity, culture, gender, religion, sexual orientation, age, ability, and status as a veteran) and to deliver a diverse array of educational experiences that prepare students for life-long success;
- Continue to audit and evaluate the effectiveness of existing Division programs and services in responding to student needs and service expectations; and
- Evaluate and expand, as appropriate, collaborative efforts with nearby two-year institutions, including Owens Community College, Terra Community College, and Northwest State Community College to foster enrollment at BGSU and to help ensure a smooth transition to BGSU.

**Strategy #3****Identify and pursue economic development and curricular engagement opportunities.**

- Encourage use of department liaisons as ways to increase collaborative work with community partners focused on increasing external funding opportunities for Student Affairs and the University;
- Facilitate and encourage research opportunities and opportunities for experiential learning in Wood County;
- Identify local community partners and create an advisory council focused on student engagement and community outreach; and
- Partner with local companies and organizations to create internship, co-op, student employment, and volunteer experiences.

**Strategy #4****Enhance institutional capabilities for research and creative achievements.**

- Create new co-op, internship, and other experiential learning assignments (e.g., undergraduate research, service learning) within the Division, which are tied to academic disciplines;
- Develop scholarships to foster institutional co-ops, internships, and other experiential learning opportunities;
- Enhance information technology utilization within the division to serve internal and external constituents more effectively and to improve operational efficiencies; and
- Encourage Division employees to publish their research, present at professional conferences, and serve on thesis and dissertation committees.

**Strategy #5****Realign individual and institutional incentives and resources to support institutional priorities.**

- Tie budget decisions to assessment results using program reviews, accreditation visits, learning outcomes measures, achieved efficiencies, best practices, and demonstrated impact on institutional mission, goals, strategies, and learning outcomes;
- Establish a campus-wide training module that educates all campus community members about the university's mission, organization, functions, and priorities;
- Enhance Student Affairs facilities through effective planning, programming, cost analysis, renovation and construction, and maintenance; and
- Leverage partnership with Chartwells to increase revenue and enhance the dining experience at BGSU.

**Strategy #6****Adapt institutional processes and resources for attracting new faculty and staff and for promoting the development of their talent and contributions.**

- Infuse instructional and communication technologies, administrative systems, and “best practices” in an ongoing effort to increase faculty and staff development and performance;
- Continue to promote and support ongoing professional development (e.g., licensure and certification programs, skill-based training, learning communities, graduate education, and individual research and writing) as a performance expectation for all Division employees;
- Through Division-wide training, increase employees’ understanding of today’s college students (e.g., demographics, preparation for college, service expectations); knowledge of student development theory, research, and best practices; use of institutional research, learning outcomes assessment, and program evaluation to improve service delivery; and advanced use of communication technologies to connect students;
- Participate in the development and implementation of a BGSU leadership institute for classified and administrative staff; and
- Create an online community for faculty and staff to share professional development resources by topic and interest area.

**Strategy #7****Increase institutional diversity and inclusion through communication of benefits.**

- Continue to integrate diversity into co-curricular programs by creating opportunities for students to interact with individual from other cultures, ethnicity, ability, ages, sexual orientation, etc.;
- Implement diversity education and social justice programs with a focus on increasing awareness, knowledge, and multicultural competence of all members of the campus community;
- Learn more about the curricular and co-curricular experiences of our diverse students at BGSU (e.g., focus groups, surveys, open forums, meetings with Division leaders) and develop strategies to foster meaningful staff interactions with these students (e.g., mentoring, advising student groups, and attending Heritage celebrations).

## Division of Student Affairs Student Learning Outcomes

The Vice President for Student Affairs charged a working group to facilitate the development of the Division of Student Affairs Student Learning Outcomes, based on the University Learning Outcomes. The following Student Affairs Student Learning Outcomes were adopted in late-spring 2009 to reflect the broad, co-curricular learning experience and expectations of BGSU students.

### University Learning Outcome #1: Intellectual and Practical Skills

<b>Intellectual and Practical Skills</b>	
<b>DOMAINS</b>	<b>SUB-DOMAINS</b>
Critical and Constructive Thinking	<u>Inquiry</u> <ul style="list-style-type: none"> <li>- Critique ideas and concepts by both peers and leaders inside and outside the classroom</li> <li>- Ability to evaluate information, ideas, and arguments to formulate personal meaning</li> <li>- Create, identify, and analyze life choices</li> <li>- Explore and respect the values of others</li> <li>- Apply knowledge in practical ways</li> </ul>
	<u>Examining Values</u> <ul style="list-style-type: none"> <li>- Determine and clarify personal values</li> <li>- Explore values and recognize the implications of our values through involvement</li> <li>- Assess personal strengths and weaknesses</li> <li>- Make value-based decisions</li> <li>- Demonstrate a willingness to learn and grow through others</li> </ul>
	<u>Solving Problems Creatively</u> <ul style="list-style-type: none"> <li>- Be open to multiple options or diverse alternatives</li> <li>- Ascertain possible outcomes through research in academic, career, and personal settings</li> <li>- Think critically and proactively with regards to failed choices or solutions</li> <li>- Formulate a plan for alternative solutions or decisions</li> <li>- Being strategic with regards to planning and adapting to changing environments</li> </ul>
Effective Communication	<u>Writing</u> <ul style="list-style-type: none"> <li>- Research, integrate, support and defend ideas</li> <li>- Produce clear and concise written communications (i.e., email, proposals, memos, fiction)</li> <li>- Develop correct sentence, paragraph, and document structure for written pieces</li> <li>- Apply professional standards and citations to written documents</li> </ul>

	<p><u>Presenting</u></p> <ul style="list-style-type: none"> <li>- Analyze audience needs to determine appropriate and thorough presentation methods (hands-on activities, support materials, group work, etc.)</li> <li>- Provide effective presentations to engage the audience through the utilization of technology (audio, visual, tactile, etc.)</li> <li>- Demonstrate a confidence presentation style through the application of credible knowledge, clear annunciation, and the ability to read verbal/non-verbal cues</li> <li>- Proactively apply methods for gathering feedback on the clarity of the message and the accuracy of audience understanding</li> </ul>
Engaging Others in Action	<p><u>Participating</u></p> <ul style="list-style-type: none"> <li>- Role model active engagement and contribute to the success of organizations</li> <li>- Motivate and encourage the interaction of others</li> <li>- Balance participation between personal life and academic and career endeavors</li> </ul>
	<p><u>Leading</u></p> <ul style="list-style-type: none"> <li>- Learn, develop, and demonstrate leadership skills</li> <li>- Role model good team member behavior and lead by example</li> <li>- Facilitate engaging discussion and manage group conflict resolution</li> <li>- Develop unique and innovative solutions to personal and team challenges</li> </ul>

University Learning Outcome #2: General and Specialized Knowledge

<b>General and Specialized Knowledge</b>	
<b>DOMAINS</b>	<b>SUB-DOMAINS</b>
General Knowledge	<p><u>General Knowledge Development</u></p> <ul style="list-style-type: none"> <li>- Utilize technology to advance knowledge and skills in all disciplines</li> <li>- Accept responsibility for the well-being of oneself, family, and community</li> <li>- Apply discipline knowledge to real world settings</li> <li>- Relate co-curricular experience to educational experience and vice versa</li> <li>- Be aware of issues and events that have an impact on people at local, state, national, and global levels</li> </ul>
Specialized Knowledge	<p><u>Career and Specialization Development</u></p> <ul style="list-style-type: none"> <li>- Develop an expertise in a particular disciplinary area or major</li> <li>- Advance the knowledge and core concepts of a chosen profession</li> <li>- Apply expertise in chosen discipline to solve problems in societal and work related situations</li> <li>- Develop a meaningful and personal career action plan</li> <li>- Recognize opportunities to apply specialized skills in different areas</li> </ul>

University Learning Outcome #3: Personal and Social Responsibility

<b>Personal and Social Responsibility</b>	
<b>DOMAINS</b>	<b>SUB-DOMAINS</b>
<b>Personal Development</b>	<u>Exploration of Purpose</u> <ul style="list-style-type: none"> <li>- Understand the consequences for one's actions on local, state, national and global levels</li> <li>- Act with diplomacy and respect for oneself and others</li> <li>- Develop meaning and purpose through self-exploration</li> </ul>
	<u>Ethics and Values Exploration</u> <ul style="list-style-type: none"> <li>- Improve cultural competence through the interaction and inclusion with others different from oneself</li> <li>- Explore one's strengths and weaknesses as they relate to values and ethics</li> <li>- Develop character through the explorations of personal values and ethical decision making.</li> </ul>
	<u>Wellness</u> <ul style="list-style-type: none"> <li>- Explore and apply wellness across the lifespan</li> <li>- Learn and practice preventative health behaviors</li> <li>- Demonstrate responsible practices that contribute to environmental wellness</li> <li>- Appreciate balance in all aspects of wellness</li> </ul>
	<u>Self-Leadership</u> <ul style="list-style-type: none"> <li>- Develop financial literacy for self and organization</li> <li>- Accept responsibility for one's own actions (understanding deadlines, punctuality, take initiative, keeping one's word)</li> <li>- Develop and assess personal plans for growth and development</li> <li>- Commit to life-long learning by challenging self to higher standards.</li> <li>- Demonstrate ethical integrity</li> </ul>
<b>Civic and Community Involvement</b>	<u>Values-Driven Decision Making</u> <ul style="list-style-type: none"> <li>- Work with other to make decisions for the greater good of the community</li> <li>- Show understanding of the value of committed involvement in local, state, national, and global opportunities</li> <li>- Promote sustainability through environmentally conscious decision making</li> </ul>
	<u>Community Involvement</u> <ul style="list-style-type: none"> <li>- Demonstrate active and civic involvement by giving back and sharing knowledge</li> <li>- Identify and implement the practices of sustainability</li> <li>- Appreciate and model the importance of volunteerism in achieving shared objectives</li> <li>- Practice good citizenship by holding active membership, ownership, and commitment to community groups, programs, BGSU, etc.</li> <li>- Become an advocate for important social issue that relates to personal and community values</li> </ul>

	<u>Understanding Diverse Perspectives</u> <ul style="list-style-type: none"> <li>- Acknowledge, respect, and be open to difference</li> <li>- Make an effort to understand the ideas, values, and beliefs of others</li> <li>- Advocate for social justice</li> <li>- Understand one's own personal identities and appreciate that of others</li> <li>- Learn to seek similarities to bridge differences between self and others</li> <li>- Build multicultural competence through developing intercultural relationships</li> </ul>
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University Learning Outcome #4: Integrate, Apply, and Reflect

<b>Integrate, Apply, and Reflect</b>	
<b>DOMAINS</b>	<b>SUB-DOMAINS</b>
Synthesis of Advanced Accomplishments	<u>Integration</u> <ul style="list-style-type: none"> <li>- Apply academic knowledge and co-curricular experience to further career and personal goals</li> <li>- Be able to research, collect information, experiment and summarize findings</li> <li>- Synthesize and associate the connection between, learning, experiences, and skills</li> <li>- Integrate knowledge to assess strengths and develop of personal autonomy</li> </ul>
	<u>Application</u> <ul style="list-style-type: none"> <li>- Apply knowledge through personal actions, group participation, audience and group awareness, and leadership</li> <li>- Develop life skills and demonstrate the ability to use personal resources and strengths for career development</li> <li>- Develop a portfolio to capture and showcase personal accomplishments (E-portfolio, certifications, work experiences, projects, awards, etc.)</li> <li>- Recognize and identify new ideas to transform knowledge into actions to benefit the greater community</li> <li>- Create a career action plan that continuously seeks opportunities for expanding personal and professional development</li> </ul>
	<u>Reflection</u> <ul style="list-style-type: none"> <li>- Recognize and enhance one's strengths and weaknesses to develop a sense of personal autonomy and empowerment</li> <li>- Through the reflection of experiences, explore and refine personal priorities and values through oral and written communication</li> <li>- Develop the ability to articulate and discuss the reflection of shared and individual experiences in group settings</li> <li>- Develop the ability to assess and evaluate organizational and personal performance to enhance success</li> </ul>

## Staff Accomplishments

These accomplishments represent a sampling of the involvement of Student Affairs staff in a wide array of diverse professional development opportunities including national and regional conferences, professional organizations, publications, presentations, awards and recognitions, and committee membership.

### Key:

BTSU – Bowen-Thompson Student Union	UDS – Dining Services	R&W – Recreation and Wellness
OCA – Campus Activities	DS – Disability Services	RL – Residence Life
CAR – Career Center	ICA – Intercollegiate Athletics	PLA – Sidney A. Ribeau President’s Leadership Academy
CC – Counseling Center	OMA – Multicultural Affairs	SHS – Student Health Service
DSO – Dean of Students	PCS – Pre-College Services	SP – Student Publications
TCS – TRiO Collegiate Services	OVP – Office of the Vice President for Student Affairs	

### Authors or Editors

- Edward G. Whipple, OVP. Forward in *Brothers and Sisters: Diversity in College Fraternities and Sororities* (2009). Associated University Press: Cranbury, NJ.
- Edward G. Whipple, OVP. Black and White Greeks: A Call for Collaboration (2009). In *Black Greek-Letter Organizations in the 21<sup>st</sup> Century: Our Fight Has Just Begun*. University Press: Lexington, KY.
- Faith Yingling, R&W. Leadership Transition in Peer Education Groups. *The Peer Educator*, 31(3), 7.
- Jerome Gabriel, R&W, Co-Author (2009, September). The History of Outdoor Recreation. *Outdoor Recreation Program Administration: Essentials for the Professional*.
- JoAnn Kroll, CAR, Co-Author. Developing a professional perspective. In *Contemporary sport management* (4th Ed.). Champaign, IL: Human Kinetics.
- Steve Kampf, R&W with Schneider, R. C , Stier, W. F, Haines, S. G., Gaskins, B, OVP. (2008). Factors affecting risk management of indoor campus recreation facilities. *Recreational Sports Journal*, 32, 114-133.

### Awards and Recognition

- Annette Badik, CAR, Spirit of BG Award.
- Arena Mueller, CC, Early Career Psychologist Credentialing Scholarship.
- BGSU Counseling Center presented with a special commendation for the Center’s history of collaboration with the community Victim’s Services Program.
- Carrie Arndt, SHS, with Faith Yingling, R&W, awarded \$20,000 from the Ohio Department of Health to provide a campus-wide tobacco cessation program.
- Denny Bubrig, OCA, BGSU Greek Independent Board 2009 Advisor of the Year.

Edward G. Whipple, OVP, awarded the Legion of Honor Award from Phi Delta Theta Fraternity at its 2008 General Convention, Phoenix, AZ.

Faith Yingling, R&W, 2008 Outstanding Advisor Award from the BACCHUS Network.

Jacqueline Armstrong, CC, 2008-2009 College And University Students for Equality (CAUSE) Conference Staff Member of the Year Award.

JoAnn Kroll, CAR, "The Perfect Interview." 2009 Student Success Award for \$2,000 from the Falcon Parent Advisory Board.

Joe Oravec, OVP, awarded the 2009 Distinguished Faculty Award from Phi Mu Alpha Sinfonia.

Julie Snyder, PLA, Phenomenal Woman Award presented by the Black Intellectuals Group, Bowling Green State University.

Karen Korn, UDS, Spirit of BG Award.

Manny Pomales, OMA, awarded a \$2,000 grant for Learning-Behaviors & Killer Courses (LBKK) program.

Mary Ann Begley, SMMS, BGSU Outstanding Panhellenic Advisor Award

Nancy Joseph, UDS, 2008 Outstanding Service Award.

Rob Cunningham, DS, accepted the Ohio Governor's Council on People with Disabilities "Best Practices Award" on behalf of the University.

Stacey Rose, R&W, Graduate Assistant Professional Development Scholarship.

Tim Shaal, RL, awarded \$3,000 by the Falcon's Parent Advisory Council to support the facilitation of the 2009-2010 First Year Achievement Program.

#### Leadership Positions and Committee Involvement

Adam Bohland, UDS, selected by National Association of College and University Food Services (NACUFS) to attend the 2009 Tyson Leadership Institute, Springdale, AR.

Annie Russell, OMA, coordinated the 2009 College and University Students for Equality (CAUSE) Conference, Bowling Green State University.

Cathy Swick, R&W, participated as a staff exchange host with Florida International University, Campus Recreation, Miami, FL.

Denny Bubrig, OCA, 2009 *Oracle* Editorial Board for the Association of Fraternity Advisors.

Edward G. Whipple, OVP, Past President of the National Association of Student Personnel Administrators Foundation (NASPA).

Edward G. Whipple, OVP, Editorial Board, *NASPA Journal of Women in Higher Education*.

Edward G. Whipple, OVP, Board Member of Woodlane Industries, Bowling Green Schools Foundation, and Wood County American Red Cross.

Gale Swanka, BTSU, Association of College Unions International (ACUI) Region 7 Business Manager.

Michelle Rife, UDS, selected by NACUFS to attend the 2009 Food Service Management Institute, sponsored by Rich's Products.

Rob Cunningham, DS, participated in the College of Education and Human Development external accreditation process.

Steve Domachowski, BTSU, Conference Co-Chair, 2009 Association of College Unions International Region 7 Conference.

Steve Kampf, R&W, Editorial Board, *Applied Research in Recreation Annual* (ARRA).

Steve Kampf, R&W, Editorial Review Board, *Recreational Sports Journal*.

Steve Kampf, R&W, National Intramural-Recreational Sports Association (NIRSA) Advisory Board to the National Research Institute for Recreational Sports and Wellness.

### Presentations and Speaking Engagements

- Amanda Stump, RL, "Hall Director's Guide to the Faculty Galaxy." Presented at the 2008 Association of College and Universities Housing Officers – International (ACUHO-I) Living Learning Conference, Dallas, TX
- Arona Thomas, BTSU, "Art Gallery Traditions and Freedom of Speech." Presented at 2008 Association of College Unions International (ACUI) Region 7 Conference, Eastern Michigan University.
- Barbara Hoffman, SHS. "Contraceptive Updates." Presented at the American College Health Association annual meeting, San Francisco, CA.
- Brady Gaskins, OVP, "A Ten-Year Study of the Conditional Effects on Student Success in the First Year of College." Presented at the 2009 Association of Institutional Research Annual Forum, Atlanta, GA.
- Bryan Cavins, R&W, "Five Dysfunctions of Team." Presented at the 2008 Association of Outdoor Recreation and Education Conference, San Diego, CA.
- Corinn Shemak, BTSU, "Marketing Your Facility to Off-Campus Audiences." Presented at 2008 ACUI Region 7 Conference, Eastern Michigan University.
- Craig Vickio, CC, with and Yoken, C. "Psychological First Aid: Responding to Emergencies at Colleges and Universities." Day-long Train-the-Trainer (TOT) pilot program. Columbus, OH. Program sponsored by the Ohio Department of Mental Health and the Ohio Board of Regents.
- Deb Novak, DSO, with Ginsburg, M., DSO. "Student Discipline and Hazing Prevention." Presented to Football and Hockey teams, Bowling Green State University.
- Emily Monago, OMA, facilitated Intergroup Dialogue training and assessment workshops at the University of Michigan's Multiversity Intergroup Dialogue training.
- Faith Yingling, R&W, "Pediatricians' Knowledge, Perceptions, Behaviors on Boosters." Presented at the 2009 National Injury & Violence Prevention Research Conference, Atlanta, GA.
- Gale Swanka, BTSU, "Marketing Your Facility to Off-Campus Audiences." Presented at 2008 ACUI Region 7 Conference, Eastern Michigan University.
- Jeff Kegolis, DSO, with Whipple, E. G. & Root, L. "Tall, grande or venti: Sizing up training and development programs for graduate assistants and new professionals." Presented at the 2009 NASPA Conference, Seattle, WA.
- Jeffrey Noftz, SHS, "Sickle Cell Death in Athletics." Co-presented with Boursma, D. ICA, 2009 Big Sky Athletic Training Sports Medicine Conference, Montana State University.
- Jessica Turos, CC, "Learning While Earning: Assessing Student Employee Learning." Presented at 2009 College Student Educators International (ACPA), Washington D.C.
- Jim Hague, RL, "Leaders in Residence... What a Thought!" Presented at the 2008 Central Atlantic Affiliate of College and University Residence Halls (CAACURH) Conference, Baltimore, MD.
- Kim Jacobs, BTSU, "Art Gallery Traditions and Freedom of Speech." Presented at 2008 Association of College Unions International (ACUI) Region 7 Conference, Eastern Michigan University.

- Manny Pomales, OMA, "Five Components for Designing Student Retention Programs." Presented at the 2009 at the Ohio Consortium of Multicultural Centers in Higher Education (OCMCHE) Spring Conference, Ohio State University.
- Michael Ginsburg, DSO, with Reddin, M., Reger, M., Fleming, R., SLS. "Alternative Enforcement Techniques: The Bowling Green Experience." Presented at the 2009 International Town and Gown Association Best Practices Conference, Murray, KY.
- Peggy Dennis and Lea Anne Kessler, DS, "Transition of Students with Ausperger's/Autism to Higher Education: Collaborative Practices." Presented at the 2008 Association on Higher Education and Disability Annual Conference, Reno, NV.
- Rebekah Hughes, OCA, "Flip That Board: You've Built It, Now Live with It! Presented at the 2009 NACA National Conference, Nashville, TN.
- Robert Bortel, SP, "Replacing the Bars on the Schoolhouse Gate: The State of Student Expression Law in Ohio." Panel member at the Ohio State Bar Association Law and Media Conference, Columbus, OH.
- Robert Bortel, SP, "Transforming Conflict From Destructive to Constructive." Presented at the 2008 College Media Advisers National College Media Convention, Kansas City, Mo.
- Sarah Waters, RL, "Bridging Generations and Teaching Professionalism." Presented at the 2008 Great Lakes Association of College and University Housing Officers (GLACUHO) Annual Conference, Cincinnati, OH.

## 2008-2009 Student Affairs Council

### Office of the Vice President for Student Affairs

**Dr. Edward G. Whipple**, *Vice President for Student Affairs*

**Dr. Joseph A. Oravec**, *Associate Vice President for Student Affairs*

**Dr. Bettina C. Shuford**, *Associate Vice Provost and Liaison to Student Affairs*, Office of the Provost

**Kathleen C. LeRoy**, *Director*, Student Affairs Budgets and Administration

**Deanna Vatan Woodhouse**, *Assistant to the VPSA*, Office of the Vice President for Student Affairs

**Brady P. Gaskins**, *Coordinator of Assessment, Planning, and Technology*, Office of the Vice President for Student Affairs

### Departmental Representatives

**Bonita G. Bembry**, *Director*, College Access Programs

**Daria Blachowski-Dreyer**, *Associate Director*, University Dining Services

**Robert W. Bortel**, *Director*, Student Publications

**Jill A. Carr**, *Assistant Vice President for Student Affairs and Dean of Students*, Office of the Dean of Students

**Sidney R. Childs**, *Director*, TRiO Collegiate Services

**Greg A. Christopher**, *Assistant Vice President for Student Affairs and Director*, Intercollegiate Athletics

**Dr. Robert O. Cunningham**, *Director*, Disability Services

**Rodney A. Fleming**, *Managing Attorney*, Student Legal Services

**Dr. Michael M. Griffel**, *Director*, Office of Residence Life

**Barbara A. Hoffman**, *Interim Director*, Student Health Service

**Kimberly H. Jacobs**, *Associate Director*, Bowen-Thompson Student Union

**Dr. Stephen Kampf**, *Assistant Vice President for Student Affairs and Director*, Recreational Sports

**JoAnn Kroll**, *Director*, Career Center

**Dr. Emily A. Monago**, *Interim Director*, Center for Multicultural and Academic Initiatives

**Dr. Craig J. Vickio**, *Director*, Counseling Center

# Appendix

Updated July 7, 2009

**SA Annual Imperative:** Strengthen programs and services outside the classroom to maximize student success. (*BGSU Annual Imperatives: Promote best practices for teaching and learning. Assess current practices and develop a comprehensive enrollment management strategy that addresses transfer students, first year students, evening, weekend, degree completion, distance learning, and cohort programs, and other issues as appropriate. Focus on health and wellness for students.*)

INITIATIVE	STRATEGY	TIMELINE	STATUS
<p>Develop strategies to meet the needs of an ever-changing student population by partnering with programs and services throughout the University.</p>	<p>Increase coordination between first-year experiences and first-year programs across the campus.</p>	<p>December 2008</p>	<p><b><u>Dean of Students</u></b>  <b>Achieved:</b> Jodi Webb has been involved in several committees and initiatives focusing on greater collaboration and coordination of first year programs and experiences with Academic Affairs; Jodi is currently involved with planning for and co-facilitating one section of BGSU1000.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b>            Worked collaboratively with BGeX to facilitate a smooth transition for first year students - RAs and Peer Facilitators working together. Plan in place for August 2009. .             Worked with First Year Success Series to facilitate session both semesters. Greek Affairs partnered with First Year Programs to increase attendance among Greek new members through a recognition program. Enhanced plan in place for Fall 2009.</p> <p><b><u>Multicultural Affairs</u></b>  <b>Achieved:</b>            Staff worked collaboratively with FYE to coordinate the Partners in Excellence (PIE) meetings for University Tuition Scholarship for Underrepresented Students and other participants in the Freshman Development Program for 2009-2010.             Staff also collaborated with FYE to develop and offer Diversity Peer Educator workshops through the FYSS during 2009-2010. Plan in place.             Staff continues to work collaboratively with International Programs, SMART, and University Libraries to implement the Welcome Back Cookout for multicultural and international students. First year students are strongly encouraged to attend.             Sheila Brown is working collaboratively with FYE to coordinate the first Big Stars Talent Showcase for first year students Fall 2009.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
	Coordinate activities between the Office of Service Learning and Office of Campus Activities.	December 2008	<p><b><u>Dean of Students</u></b>  <b>Achieved:</b> Have identified and designated staff member to be OCA liaison to the Office of Service Learning and will serve on the Service Learning team.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b> Worked collaboratively with OCA and OSL to create an on-line form for reporting hours of service completed. Form complete and new process launched January 2009.</p>
	Further enhance student support services in the residence halls in collaboration with offices providing services such as tutoring, advising, career advising, and counseling.	December 2008	<p><b><u>Career Center</u></b>  <b>Achieved:</b>  The Office of Residence Life and Career Center co-sponsored career and major exploration workshop series. Through the development of learning outcomes, the series was designed to help undecided students navigate the career decision-making process.</p> <p>Satellite Office  The Career Center established a satellite office in Founders Hall and continued to offer evening career advising hours for resident and commuter students.</p> <p><b><u>Counseling Center</u></b>  <b>Achieved:</b> Staff member serves as Counseling Center Liaison to Res Life, providing office hours in residence halls, training of hall/house staff, and consultation.</p> <p><b><u>Residence Life</u></b>  <b>Partially achieved:</b> Design and build a Student Success Center in Harshman that will help in providing student services in the residence halls. As a result of preliminary residence life and dining services master plan, a modified student success center is being retrofitted during Summer 2009.</p> <p><b>Achieved:</b>  Continued relationship with Counseling Center through counselor in residence program; support in-hall student services offered by the Writing Center in Kohl, McDonald, and Kreischer. And, continued to support in-hall student services offered by Student Support Services in Kreischer and McDonald.</p> <p>Established and supported in-hall student services with Student Money Management in Kreischer.</p> <p>Worked collaboratively with Academic Enhancement to offer academic advising for pre-major and UPAS students.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p>Revised the curriculum for UNIV 310.</p> <p><b><u>Multicultural Affairs</u></b>  <b>Achieved:</b>  Staff member created and will offer during Fall 2009 tutoring services for “Killer Courses” to students enrolled in UNIV 1200 and at least one course that commonly offers SI tutoring. Killer Course supplemental instruction will be offered in some of the residence halls.</p>
<p>Assist students in making lifestyle choices that enhance their overall physical and mental well-being.</p>	<p>Increase the coordination of wellness initiatives within the Division, across campus, and within the Bowling Green community (e.g., WOW – Working on Wellness, CDP - National College Depression Partnership).</p>	<p>May 2009</p>	<p>The Counseling Center, Student Health Services, and Recreational Sports are a part of a approved Center for Excellence in Health and Wellness Across the Lifespan.</p> <p><b><u>Counseling Center</u></b>  <b>Achieved:</b>  Counseling Center worked with the Wellness Connection and the Recreation Center to offer Stress Clinic workshops in their facilities. The Counseling Center has worked with SHS to improve the coordination of services to students with mental health concerns.</p> <p>The Counseling Center has worked closely with Disability Services to provide enhanced services to students including managing symptoms of attention deficit disorders, and psychological testing for learning disorders.</p> <p>The Counseling Center also had staff serve on the following:</p> <ul style="list-style-type: none"> <li>- Wood County Suicide Prevention Coalition and helped coordinate the local Out of the Darkness Walk to help raise awareness and funds for suicide prevention.</li> <li>- Student Affairs WOW (“Working on Wellness”) initiative, a joint venture with Student Health and Recreational Sports.</li> <li>- University’s WellAware Committee.</li> <li>- Director offered wellness-oriented workshops on gratitude to Firelands fac/staff and to Student Affairs graduate assistants (Co-facilitated with Rec Center staff member).</li> </ul> <p><b><u>Recreational Sports</u></b>  <b>Achieved:</b>  Wellness Connection was functionally and physically moved from the Health Center to the Student Recreation Center in January, 2009. The move will provide greater exposure of wellness to students, faculty, and staff.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b><u>Student Health</u></b>  <b>Partially achieved:</b>  WOW has been meeting and programs have been conducted. NCDP has been active since Fall semester. Students are being screened for depression. SHS partnered with HR to implement lab testing for faculty &amp; staff.</p> <p>SHS/CC is completing the national depression study and tabulating final findings from the study.</p> <p>SHS met with faculty from the Center for Excellence in Health &amp; Wellness Across the Lifespan to discuss collaboration.</p> <p><b><u>Residence Life</u></b>  <b>Partially achieved:</b>  Developing a comprehensive RA and HD training program that meets the needs of our students.</p> <p>Creating an 18-24 month health and wellness plan for the Greek community.</p>
<p>Develop strategies to further enhance positive working relationships among Student Affairs staff, faculty, students, and parents.</p>	<p>In programming and communications, demonstrate through various activities the inclusion of parents and families in promoting student development, responsibility, and independence.</p>	<p>December 2008</p>	<p><b><u>Career Center</u></b>  <b>Achieved:</b>  Michelle Simmons wrote two articles for publication in the <i>Connections</i> newsletter for first-year students:</p> <ul style="list-style-type: none"> <li>• Career Exploration and Focus</li> <li>• Occupational Exploration with Information Interviewing</li> </ul> <p><b><u>Counseling Center</u></b>  <b>Achieved:</b>  Provided considerable psychological consultation to parents/families who contacted the Counseling Center voicing concerns about their students. The Counseling Center continued to provide web site resources specifically designed for family/parents of BGSU students.</p> <p>Counseling Center staff authored article for the Parents' Newsletter, and spearheaded efforts to include information re: parent/family needs in a newly-developed statewide guide on psychological first aid following disasters. Dr. Arena Mueller, Counseling Center liaison to Arts and Sciences, spoke to all parents and students during O-Reg throughout the summer.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b><u>Dean of Students</u></b>  <b>Achieved:</b>            Informative e-mails were to parents via Parent and Family Programs regarding pertinent student issues and topics; parent representatives have been added to the Spirit Group Advisory Board.</p> <p><b><u>Disability Services</u></b>  <b>Partially achieved:</b>            Disability Services/Intervention Services is finalizing a pilot program to proactively address the transition needs of students with Asperger’s Syndrome. <i>Currently seeking grant funding.</i></p> <p><b><u>Student Health</u></b>  <b>Partially achieved:</b>            Educating parents one-on-one their role as well as the rights of their students and instruction in navigating the healthcare system.</p> <p>Currently developing process of working with parents to educate and assist the navigation of healthcare for their students and maintain confidentiality. Through parent program email general health campaigns. Spoke to all parents and families during summer orientation program.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b>            Implemented Residential Management System to provide a much richer experience for room and meal selection and enhanced method of signing students up, and paying the required fees.</p> <p><b><u>Bowen-Thompson Student Union</u></b>  <b>Achieved:</b>            Communicated with parents on the Parent Helpline outlining students’ responsibilities and possible resources.</p> <p><b><u>TRiO Collegiate Services</u></b>  <b>Achieved:</b>            Invited parents to attend summer orientation meetings and Spring TRIO Recognition Day.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b><u>OVPSA</u></b>  <b>Achieved:</b>  Included information about Falcon Parent's Advisory Board in the fall VPSA letter to parents.</p> <p><b><u>Multicultural Affairs</u></b>  <b>Achieved:</b>  Multicultural Affairs continued to offer support information referenced on the department Web site for parents and families of students. Continued to invite parents and families of scholars to participate in the Champions program to celebrate student success and also recognize the importance of family support.</p>
Promote student learning and engagement outside the classroom through Student Affairs programs.	Implement on a pilot use of e-Portfolios to track curricular activities and document learning.	February 2009	<p><b><u>Recreational Sports</u></b>  <b>Achieved:</b>  Offered workshop on e-portfolios to student employees during the Spring 2009.</p> <p><b><u>TRiO Collegiate Services</u></b>  <b>Achieved:</b>  E-portfolios used in program specific section of UNIV 100 and were piloted with M3C Scholars program.</p>
Strengthen programs and services to promote student success.	Improve efficiencies through the implementation of program review recommendations in short- and long-term planning, including recommendations from Keeling & Associates.	December 2008	<p><b><u>Career Center</u></b>  <b>Partially achieved:</b>  Staff served on the committee to evaluate the University Cooperative Education &amp; Internship Program and advised the VPSA and Provost on the process improvements to improve the service delivery system.</p> <p><b><u>Counseling Center</u></b>  <b>Partially achieved:</b>  The Counseling Center successfully implemented several of the recommendations made by a Jan. 07 external consultant to our Center: Attaining APA accreditation of internship program, implementing lean processes, and improving collaboration/communication with SHS. In addition, implemented the recommendation of its accreditation board (IACS) entailing the expansion of our counseling group program. Staff is moving forward with Keeling &amp; Associates recommendation of integrating with SHS.</p> <p><b><u>Disability Services</u></b>  <b>Achieved:</b>  Disability Services staff implemented recommendations resulting from a recent external review.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b><u>Student Health</u></b>  <b>Partially achieved:</b>            With Keeling, have merged Wellness Connection and Rec Sports. Reviewing the Pharmacy operations. Have begun the merger of Counseling Center and SHS.</p> <p><b><u>Student Publications</u></b>  <b>Achieved:</b>            Staff implemented recommendations resulting from recent external review.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b>            Collaborated with Dean of Students Office and UDS on events to minimize expenses for all areas and combine efforts to communicate with students from a “united front” approach. Events were successful. Co-sponsored Housing Fair, Marketing ORL/Dining Survey. Plans are in place for Fall 2009 but researching additional activities and events for collaboration.</p> <p><b><u>TRiO Collegiate Services</u></b>  <b>Partially achieved:</b>            On-going completing self-study of program review process. To date, implemented changes in the student intake process, updated departmental policy and procedure manual and streamlined the monitoring of the tutoring component. Re-established use of the departmental referral process to encourage student use of individualized assistance in math, reading and writing. In process of merging four TRIO programs under one department.</p>
	Review and streamline financial processes and business practices, heighten efficiencies, and improve service provision through best practices, benchmarking, LEAN processes.	May 2009	<p><b><u>Career Center</u></b>  <b>Achieved:</b>            Combined the operating budgets for Student Employment Services and the Career Center to streamline budget management.</p> <p><b><u>Disability Services</u></b>  <b>Achieved:</b>            Disability Services has implemented recommendations derived from participating in the LEAN initiative.</p> <p><b><u>Student Health</u></b>  <b>Partially achieved:</b>            LEAN processes have streamlined patient flow, ordering of supplies, and committee meeting to develop new ways to generate revenue. LEAN subcommittee has been</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p>investigating electronic health record systems and are developing recommendations.</p> <p><b><u>Residence Life</u></b>  <b>In Progress.</b>  The Residence Life staff are currently reviewing current processes and system capabilities, documenting methods that need to be revised and creating plans for streamlining our efforts.</p>
	Identify and implement opportunities that combine resources to improve program effectiveness and reduce redundancy.	December 2008	<p><b><u>OVPSA</u></b>  <b>Achieved:</b>  Through regular meetings of budget evaluation group, challenging budgetary situations have been examined with recommendations forwarded to the VPSA for review and approval.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b>  Consolidated two Residence Life increase efficiency of the personnel resources (Residential Networking Coordinator position and the Coordinator for Business Operations). Staff member on June 1, 2009.</p>
	Explore ways to offer UNIV 131 (career development) in 2009-2010 and beyond.	October 2008	<p><b><u>Career Center</u></b>  <b>Achieved:</b>  Explored with with Associate Vice Provost for Advising and Academic Support, to discuss human and financial resources needed to reinstitute UNIV 131 for 2009-2010. Academic advisors submitted to the President their top three priorities for improving retention and listed UNIV 131 as their top strategy.</p> <p>Explored developmental advising and career education for business undergraduates by meeting with the Dean and staff in College of Business. Met and consulted with COB Director of Curriculum providing recommendations on how to infuse career development in courses and out-of-class experiences (e.g., student activities, internships) throughout the College's undergraduate curricula.</p> <p>Communicated with Interim Vice Provost for Enrollment Services and staff regarding the retention rates of students who completed UNIV 131, and the possibility of offering the course again in the future.</p> <p><b><u>TRIO Collegiate Services</u></b>  <b>Not achieved (due to Federal timeline being pushed back):</b> During the upcoming grant writing competition, the Student Support Services proposal will have strong career</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
	Develop and implement a 2009 Honors Day Program.	October 2008	<p>development focus.</p> <p><b><u>Dean of Students</u></b>  <b>Not achieved:</b>  One planning meeting held; D. Novak compiling list of awards banquets and ceremonies for honorary organizations; OCA staff will assist with the planning of this event or program.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b>  Participated with activities for Honors Program in January 2009 by hosting table to recruit students.</p>
	Continue regular sharing of departmental recruitment and retention strategies.	Monthly SAC meetings starting October 2008	<p><b><u>Residence Life</u></b>  <b>Achieved and on-going:</b>  Residence Life Marketing Coordinator regularly meeting, planning, and implementing recruitment strategies and approaches with Admissions. Plan for 09-10 created and approved by Admissions and BGSU Marketing and Communication. Plan for current residents created as well. Both to begin implementation Sept-Oct. 2009.</p> <p><b><u>Multicultural Affairs</u></b>  <b>Achieved and on-going:</b>  The department continues to offer retention strategies with UNIV 120, the Success Track, and the Freshman Development Program. These initiatives are ongoing. Information is shared at UASC where an Admissions Office representative is in attendance.</p> <p><b>Partially achieved:</b>  Submitted a proposal May 2009 to the Vice Provost of Enrollment Management with suggestions to collaborate with the Admissions Office using existing OMA programs to help recruit students of color to BGSU.</p>
	Increase school pride through the development and implementation of strategies to educate new students and members of the campus community.	November 2008	<p><b><u>Residence Life</u></b>  <b>Achieved:</b>  Partnered with Athletics on an attendance/incentive program to promote attendance at games. Kohl Hall received this year's overall prize.</p> <p>Only use BGSU colors, i.e. brown, orange, black, gray, and white in promotional and communication materials; approach has been communicated with Marketing and Communications Office. Have selected new color scheme for new logos and all Residence Life communications – printed or electronic. Although Marketing and Communications requires all materials to new residents to use current campaign which</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p>includes the use of colors, they have agreed to minimize as much as possible. Any communication to current residents or BGSU community only incorporates BG Pride colors.</p> <p>Campus-wide spirit initiatives – not just athletics; increased pride activities across campus through adding a BGSU Spirit and Tradition programming assignment for RAs.</p>
	<p>Work closely with Academic Affairs to assess the mission of learning communities on campus and ways to engage students in these communities.</p>	<p>December 2008</p>	<p><b>Achieved:</b>  Learning Community Advisory Committee completed comprehensive report that includes a significant Learning Community Outcome Assessment component measure. Final report submitted to VPSA.</p>

**SA Annual Imperative:** Build relationships and a stronger community. (*BGSU Annual Imperatives: Enhance mutually beneficial community engagement with the development of genuine linkages to and between entrepreneurship, creative product development, and regional economic development for student, faculty, and staff in tandem with the University’s various external constituencies. Focus on health and wellness for faculty and staff members. Develop creative methods to motivate, promote, and compensate faculty and staff members.*)

INITIATIVE	STRATEGY	TIMELINE	STATUS
<p>Promote greater knowledge about campus resources, services, and programs with SA staff.</p>	<p>Identify Student Affairs departmental liaisons to academic departments as a way to increase our partnerships with academic programs.</p>	<p>September 2008</p>	<p><b><u>Career Center</u></b>  <b>Achieved:</b>            Each Career Center administrator is assigned as a liaison to a particular college and/or academic program. Liaisons are responsible for initiating jointly sponsored programs (e.g., Arts &amp; Sciences Extravaganza) and maintaining frequent communication to keep partners informed of Career Center services.</p> <p><b><u>Counseling Center</u></b>  <b>Achieved:</b>            Each executive member of the Counseling Center staff assumed the role of “point person” in reaching out to a range of academic colleges, programs, departments. The Counseling Center launched a new Clinical Colloquium Series in partnership with the Psychology Department.</p> <p><b><u>Disability Services</u></b>  <b>Achieved:</b>            Rob Cunningham, Director of Disability Services, is the liaison to Academic Affairs in his role as ADA compliance coordinator.</p> <p><b><u>OVPSA</u></b>  <b>Achieved and on-going:</b>            OVPSA currently speaking with college representatives to discuss specific opportunities as well as support services. Serving on University Seminar working group, SAAC, Personal and Social Responsibility committee, Committee for the Undergraduate Experience and including faculty representation on Residence Life and Dining Services master plan, Dining Services RFP thereby increasing opportunities for partnerships with academic affairs.</p> <p><b><u>Recreational Sports</u></b>  <b>Achieved:</b>            Health and Wellness Across the Lifespan was recently approved as Center of Excellence. Key components of this program include the Wellness Connection, fitness, and other wellness programs currently offered through Recreational Sports.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b>Partially achieved:</b> Recreational Sports is partnering with academia in presenting the inaugural Graduate Assistant Symposium. Program will highlight the current research being conducted by graduate assistants working in Recreational Sports.</p> <p><b><u>Student Health</u></b> <b>Partially achieved and on-going:</b> Providers present programs in classrooms. Have begun the partnership with the new Center of Excellence in Health &amp; Wellness along the lifespan.</p> <p><b><u>Residence Life</u></b> <b>Achieved:</b> Worked collaboratively with BGeX in order to facilitate a smooth transition for first year students as RAs and Peer Facilitators work together. Plan in place for August 2009.</p> <p>Re-structured staffing lines to create and hire Residence Life Sr. Coordinator for Academic Programs as liaison to Academic Affairs.</p> <p>Met with the Learning Communities faculty and staff to develop an efficient business plan model for the upcoming implementation of Residential Management System and established new business process also using Blackboard and PeopleSoft to ensure students could sign up for a Learning Community and then select their housing accordingly.</p> <p><b>Partially achieved and on-going:</b> Develop promotional or communication pieces, (newsletters, email updates) to share information with academic affairs areas regarding Residence Life and Learning Communities. <i>Student Intern hired – will be responsible for this action beginning fall 2009.</i></p> <p><b><u>TRiO Collegiate Services</u></b> <b>Achieved and on-going:</b> SSS staff continues to work with each college advising office to receive updates on degree programs and McNair staff continues to partner with faculty to serve as mentors for student scholars. Worked collaboratively with other undergraduate research programs (CURS, AIMS, STARS) and staff serve on the committee to discuss continued collaboration. Departmental staff served on academic committees such as Advising Network and University Academic Support Council.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p>Collaborated with the Center for Undergraduate Research and Scholarship, Academic Investment in Math and Science (AIMS) and Students in Research and Scholarships (STARS) and the Office of Sponsored Programs and Research (SPAR) for the annual BGSU Research Conference.</p> <p><b><u>Bowen-Thompson Student Union</u></b>  <b>Achieved and on-going:</b>  The program staff has an on-going relationship with the School of Art to organize exhibits in the Student Union Art Gallery. This staff also works with academic departments on other programming efforts, including Six O-Clock Talks.</p> <p><b><u>Multicultural Affairs</u></b>  <b>Achieved and on-going:</b>  The staff has one consistent representative who attends Undergraduate Academic Support Council (UASC) meetings to keep everyone informed of policies and practices taking place in the Colleges. Other staff may attend UASC as their schedules allow.</p> <p>Staff attended the Colleges' information sessions held at the beginning of Fall 2008 to obtain more detailed and updated information for individual Colleges about courses, majors and policies.</p>
Promote staff leadership development.	Establish follow up activities for Administrative and Classified Staff Leadership Institutes participants.	October 2008	<p><b>Achieved:</b>  A reunion was held in December 2008 so participants could provide recommendations for future professional development activities.</p>
	Implement New Professionals Institute.	May 2009	<p><b>Achieved:</b>  The year long program resulted in thirteen graduates.</p>
Promote cross-training for staff to serve students (and other members of the University community) more effectively and efficiently.	Incorporate ideas from regional and national conferences into staff development programming if resources are available.	Ongoing	<p><b>Achieved and on-going:</b>  Division staff attended numerous local, regional, and national conferences and other professional development opportunities. Staff members provided in-service sessions and collaborated with members external to Division to offer workshops and presentations.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
	Provide professional development for faculty and staff on topics pertaining to wellness so that they are in a better position to advocate and role-model wellness for students.	February 2009	<p><b><u>Disability Services</u></b>  <b>Achieved and on-going:</b>  Disability Services developed programming for faculty relative to responding to the “disturbed and/or disturbing student. Programming is expected to start during the Spring 2009 semester. Programming is ongoing in conjunction with the Counseling Center and the CTL.</p> <p><b><u>Recreational Sports</u></b>  <b>Achieved:</b>  Recreational Sports conducted two professional staff retreats this past year focusing on “change and collaboration”, and “connecting core elements and collaboration”, as well as discussions on two books.</p> <p><b><u>Office of Pre College Services</u></b>  <b>Achieved:</b>  Each summer, the Upward Bound students (staff members and parents), through a partial reimbursement grant from the Ohio Department of Education, receive information concerning the importance of eating healthy meals daily and this information is reinforced at breakfast, lunch and dinner during the Summer Residential Learning Community.</p> <p><b><u>Student Health</u></b>  <b>Achieved:</b>  SHS provided lab testing for faculty &amp; staff so they can monitor their health issues and maintain a higher level of wellness.</p>
Intentionally communicate and improve the understanding of the mission and activities of the Division and the University to advocate for improved support (e.g., financial, congressional) within the University and the greater community.	Educate all Student Affairs staff on changes in higher education funding in Ohio and at BGSU.	Ongoing	<b>Not completed.</b> Work has begun, however, through the development of a Student Affairs Financial Engagement group that meets once a month, comprised of financial officers within the Division.

INITIATIVE	STRATEGY	TIMELINE	STATUS
	Better integrate safety, well-being, and mental health themes into student and parent/family programs.	December 2008	<p><b><u>Dean of Students</u></b>  <b>Achieved:</b>  E-mails to parents have included safety issues and resource information regarding mental health themes; the SA Crisis Team has examined FERPA and discussed the need to utilize the health and safety clause more frequently and effectively. A second day parent program during O-Reg was implemented focusing on the topic of student safety on campus.</p> <p><b><u>Student Health</u></b>  <b>Achieved:</b>  Emails were sent to students , parents, and faculty/staff concerning the H1N1 outbreak and precautions to be taken. A major collaborative effort was made with various departments on campus. Partnership with international studies and study abroad programs was made to ensure safety of our students on campus and abroad. SHS staff presented programs to classes on various health topics.</p>
Systematically coordinate engagement activities internal and external to the University.	Promote monthly “education” sessions to <u>faculty</u> regarding pertinent student-related issues, programs, and services and create intentional programming between Student Affairs and Academic Affairs.	Ongoing	<p>Numerous collaborative programs were conducted during the 2008-2009 academic year including:</p> <ul style="list-style-type: none"> <li>• Monthly Diversity Dialogue series including topics on: <ul style="list-style-type: none"> <li>○ Latino Vote (October 2008) with Dr. Ruben P Viramontez Anguiano, Rose Mary Navarro De Hoyos-Gonzalez</li> <li>○ Election and Affirmative Action (November 2008) with Marshall Rose, Dion Farganis, Dr. Jack Taylor</li> <li>○ Asian Awareness (December 2008) with Michelle Haldeman, Chris Nguyen, Carolin Suon</li> <li>○ Whites in Black History (February 2009) with Dr. Jack Taylor, Marshall Rose</li> </ul> </li> <li>• Safe Zone Training sponsored by the LBGT Resource Center</li> <li>• The National Coalition Building Institute (NCBI) had a Train the Trainer workshop October 2008 in which members from Academic Affairs attended and have been working with OMA to offer diversity training on campus</li> <li>• Collaboration with VCT, Center for Teaching and Learning, Counseling Center and students to create time management and learning videos and PowerPoint presentations</li> <li>• Developed and offered an “Accommodations for Student Success” program (designed by Jodi Thomas and Dr. Arena Mueller in the Counseling Center along with Dr. Rob Cunningham in Disability Services). This program was presented twice through the Center for Teaching and Learning; it has also been presented to faculty in the Mathematics Department and the GREAT Department.</li> </ul>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<ul style="list-style-type: none"> <li>Collaborated with the BGSU Clinical Psychology Program to institute a monthly professional development colloquium series throughout the 08/09 academic year.</li> <li>Staff from Student Affairs served on numerous Faculty Senate committees</li> </ul>
	Explore additional ways to connect and engage with outside community (e.g., other local colleges and universities) through collaborative initiatives/strategies.	December 2008	<p><b>Achieved and ongoing:</b> Division staff collaborated with agencies such as the Ohio Rehabilitation Services Commission on behalf of faculty, staff and students with disabilities; the University of Toledo and Owens Community College through participation at their guidance counselors update sessions sponsored by office of admissions; SHS &amp; Counseling Center with 19 other colleges &amp; universities across the country to implement depression assessment to students being seen in the SHS for primary care; Human Resources; collaboration with Lorain County Community College and OSU; mediation training at the University of Toledo Summer 2008 and collaborated to establish a team of mediators that both campuses will have access to for mediating concerns at BGSU and UT. This was a collaborative effort started by Academic Affairs' Office of Equity and Diversity.</p> <p><b>Partially achieved:</b> Multicultural Affairs is currently collaborating with Target Stores for ways that more students of color will apply for the Target management internship program fall 2009 – spring 2010. Dr. Monago is working with target to secure a grant that can be used by the department for students of color.</p>

**SA Annual Imperative:** Create an inclusive life-long learning environment where students can move beyond tolerance of diversity to welcoming and celebrating all aspects of diversity. (*BGSU Annual Imperative: Enhance strategies to promote diversity, cultural competency, and appreciation of individual difference.*)

INITIATIVE	STRATEGY	TIMELINE	STATUS
Meet the needs of changing student demographics as they relate to issues of race, ethnicity, culture, gender, religion, sexual orientation, age, ability, or status as a veteran, to prepare students to live, work, contribute, and	Offer diversity and social justice training and workshops (NCBI) for administrative and classified staff, student employees, and students.	Fall 2008 and Spring 2009 Semesters	<p><b><u>Multicultural Affairs</u></b> <b>Achieved and on-going:</b> The number of Diversity Peer Educator workshop facilitated in the residence halls increased this year and will be increased for 2009 2010. Currently 12 workshops are planned for Fall 2009.</p> <p>More NCBI workshops and Listening Tables are being planned by the NCBI Leadership team for 2009-2010.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
succeed in a diverse society.			<p><b><u>Disability Services</u></b>  <b>Achieved and on-going:</b>  Disability Services staff continue to provide awareness programming to various constituency groups.</p> <p><b><u>Residence Life</u></b>  <b>Achieved:</b>  Incorporated NCBI in to Hall Director training.</p> <p><b><u>TRiO Collegiate Services</u></b>  <b>Achieved:</b>  A “mini” NCBI workshop was provided to the TCS staff and facilitated by a NCBI trainer.</p>
	Offer educational and cultural programming to enhance awareness of individuals and groups that are different from one’s own experiences.	Two each semester	<b>Not achieved.</b>
Develop a framework to make diversity a shared and practice throughout the Division and utilize it to provide opportunities to increase awareness, knowledge, and skills to work effectively with a diverse student population.	Continue development of a comprehensive five-year diversity plan that includes the understanding of the conceptual framework of “Awareness, Deeper Knowledge, and Skill Building” (Pope, R., & Reynolds, A., 1997) and encourage incorporation of	December 2008	<p><b><u>Student Affairs Diversity Committee</u></b>  The committee's five year plan for staff development regarding diversity is as follows:</p> <ul style="list-style-type: none"> <li>• 2007-2008 - focus on staff awareness</li> <li>• 2008-2009 and 2009-2010 - focus on knowledge building for staff</li> <li>• 2010-2011 - focus on skill development</li> <li>• 2001-2012 - continued focus on awareness, knowledge, and skill development</li> </ul> <p>Several committee members have gone through the NCBI full-day prejudice reduction workshop. All three areas are targeted during the full-day training. The Measure of Multicultural Aptitude Scale (MMAS) was administered Online in 2009. The committee determined that the sample size was too small to generalize for the Division. We will continue to work on differences and diversity in a variety of areas.</p> <p>In addition, the Diversity Committee achieved the following during the 2008-2009 academic year:</p> <ul style="list-style-type: none"> <li>• Diversity Holiday Ads</li> </ul>

INITIATIVE	STRATEGY	TIMELINE	STATUS
	the plan into all departments.		<ul style="list-style-type: none"> <li>○ Two ads ran in November and December 2008 in the <i>BG News</i></li> <li>• Humanities Troupe Collaboration with 80 students, faculty, and staff in attendance in April 2009</li> <li>• Administered an Online version of the Measure of Multicultural Aptitude Scale (MMAS) in 2009</li> <li>• Representation on the Campus Diversity ad hoc Work Group proposal for a Presidential Commission on Inclusion and Diversity <ul style="list-style-type: none"> <li>○ The SA Diversity Team representative is Elayne Jacoby. In case Ms. Jacoby is unable to attend, Claire Semer will represent the committee</li> </ul> </li> <li>• Established New Mission for the Committee: <i>The Student Affairs Diversity Committee focuses on the expansion and advancement of informational and educational opportunities of staff in the Division of Student Affairs as it relates to creating an inclusive campus community for diverse populations.</i></li> </ul>
	Conduct regular meetings with Student Affairs and Academic Affairs leadership to discuss the importance of understanding diverse student populations and their needs.	November 2008	<p><b>Achieved and on-going:</b> Staff across Student Affairs worked with Academic Affairs to promote student success through working with staff in Dean of Students Office; Disability Services awareness programs; Intergroup Dialogue Courses; Latino Issues Conference; Native American Unity Council; and will continue to have at least one Academic Affairs person on the NCBI Campus Affiliate Leadership Team.</p>
	Develop and implement Division-wide diversity programs each semester for staff, based on Measure of Multicultural Aptitude Scale (MMAS) results to increase multicultural competency.	December 2008	<p><b>Achieved:</b> Updated the MMAS for 2008-2009. Implemented in Spring 2009 programs using information from updated assessment as well as Diversity collaborations with the Staff Development Committee.</p> <p>The Student Affairs Diversity Committee collaborated with the Humanities Troupe to co-sponsor a performance offered to the campus community and as a PIE meeting option in April 2009.</p> <p><b>Residence Life</b> <b>Partially achieved and on-going:</b> Creating an 18-24 month plan for Diversity initiatives for Greek Affairs.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			Incorporating a diversity component to every leadership program.  Reviewing the Residence Life Diversity Education Program and SMART Program to ensure that programs work collaboratively and do not duplicate efforts.
Establish a working group of directors charged with developing a series of programs for faculty relating to student behavior.			<b><u>Student Health Service</u></b> Once Depression Study is completed (late summer 2009) results will be presented to faculty and BOT as deemed appropriate by VPSA.  <b><u>Dean of Students</u></b> Convened meeting with the A-deans once per semester to discuss student behavioral issues, particularly those that occur in the classroom. In addition, Michael Ginsburg has done presentations in academic departments on this topic. The Student Affairs Crisis team also discusses these issues every week during the academic year.  <b><u>Counseling Center</u></b> <ul style="list-style-type: none"> <li>Developed and offered an “Accommodations for Student Success” program (designed by Jodi Thomas and Dr. Arena Mueller in the Counseling Center along with Dr. Rob Cunningham in Disability Services). This program was presented twice through the Center for Teaching and Learning; it has also been presented to faculty in the Mathematics Department and the GREAL Department.</li> </ul>
Continue to take the lead with the Campus Diversity Working group. Recommend to President that a University Diversity Committee be appointed.			<b><u>Multicultural Affairs</u></b> <b>Achieved and on-going:</b> Dr. Monago chairs the Student Affairs Diversity Team and Elayne Jacoby will be the representative from that committee to serve on the University Diversity Committee if appointed by the President. Claire Semer will be the alternate for Ms. Jacoby.

**SA Annual Imperative:** Improve the use of assessment to provide information for improving effectiveness and efficiencies of Student Affairs’ services.

INITIATIVE	STRATEGY	TIMELINE	STATUS
Enhance the assessment practices within Student Affairs to maximize efficiency and effectiveness.	Create a structure and/or method for communicating the assessment process and lessons learned	November 2008	<b>Achieved:</b> Workshop on assessment was facilitated by Keeling and Associates January 2009.  Division-wide student learning outcomes were developed and will be implemented for 2009-2010.

INITIATIVE	STRATEGY	TIMELINE	STATUS
	across the Division and celebrate successful assessment efforts.		<p><b><u>Residence Life</u></b>  <b>Achieved and on-going:</b>            Surveyed students to rank items they perceived as wanting the most in coordination with what students perceive Residence Life does best. Executive Summary compiled and implementing results into upcoming marketing plans – BGSU apartments, Living/Dining Guide, etc. And, making additions and improvements to newly developed communication plans to new and current students</p> <p>Developed a written report of the Residence Life ACUHO-I EBI benchmarking satisfaction findings for use in planning.</p>
	Provide training for staff to assist with acquisition of assessment skills. Utilize peer staff educators to assist with training (e.g., SNAP surveys).	December 2008	<p><b>Achieved:</b>            Workshop was conducted during Staff Development Conference to provide information and opportunity to staff regarding the data available through the Office of Institutional Research.</p>
	Align departmental learning outcomes with University Learning Outcomes as appropriate for certain programs and assess these learning outcomes.	December 2008	<p><b>Achieved:</b>            All Student Affairs departments were instructed to develop student learning outcomes for programs and services., e.g. SHS completed three learning outcomes focusing on asthma care, depression assessment, and sore throat/throat culture testing and treatment.</p>
Use assessment results (e.g., program reviews, accreditation visits, learning outcome measurement, and other data) as one tool to inform budget decisions.	Incorporate assessment results into the Division’s Budget Evaluation Group operating procedures.	September 2008	<p><b><u>Residence Life</u></b>  <b>Achieved:</b>            Developed minimum of four surveys focusing on Learning Outcomes and residential satisfaction. Assessed the GREEK programs and provided the feedback to the Interim Director of Greek Affairs.</p> <p>Developed a summary of the surveys to be shared with appropriate departments as necessary and results assisted in the Housing and Dining Master Plan Survey.</p> <p>All Greek Affairs leadership programs assessed to determine effectiveness, allow for improvement in methods to achieved desired outcomes.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
Utilize other available data sources to enhance departmental and divisional planning.	Create and implement a plan for departmental assessment presentations and/or discussions at Student Affairs Council meetings and for Division staff in general.	October 2008	<b>On-going.</b> As a follow-up to the Keeling and Associates workshop in January of 2009, departments were asked to write two student learning outcomes for their programs or services. Those outcomes were distributed to SAC. In addition, Student Affairs designed division-wide student learning outcomes to complement the University student learning outcomes. As time and priorities permit, assessment has been an on-going topic at SAC meetings and will continue for the 2009-2010 academic year.
Create a flexible template to be used by all departments to assist and inform BEG and VPSA regarding budget allocations.			<b>Not achieved.</b>
Connect departmental learning outcomes to BGSU learning outcomes.			<b>Achieved</b> Division-wide student learning outcomes were established through focus groups during spring 2009 semester. Departments are to connect departmental learning outcomes to division learning outcomes. SA SLOs will be disseminated to departments during summer 2009 for inclusion in 2009-2010 planning.

**SA Annual Imperative:** Enhance information technology utilization within the Division to better serve internal and external constituents and to improve internal efficiency and effectiveness.

INITIATIVE	STRATEGY	TIMELINE	STATUS
Develop an information technology plan for the Division.	Implement best practices and identify technologies to fit SA programs and services within the University's technology plan	November 2008	<p><b>Partially achieved:</b> Developed a workgroup to create a technology plan for the division based on current practices and future needs, e.g.:</p> <ul style="list-style-type: none"> <li>• Exploring what other four-corner institutions are doing</li> <li>• How do schools "do" web development and education regarding technology?</li> <li>• How do those schools use the web (classes, e-portfolio, Blackboard, etc.)?</li> <li>• Are there new, "cool" technologies that other schools are using?</li> <li>• Meet with Student Organizations</li> <li>• Collaborating with Staff Development Committee to use technology of a training tool</li> </ul> <p>Departments are formulating and implementing technology plans.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
Prepare for successful student system implementation of PeopleSoft.	Implement a communications plan for the Division, based on the University's communication plan, to inform staff about the impact of the new system on their work.	October 2008	<p><b>Achieved:</b> Developed a workgroup to handle communication between BGSU technology initiatives and Student Affairs staff</p> <ul style="list-style-type: none"> <li>• Announcing the online CSS training courses offered by BG@Highlighting technology updates and news from the Office of the CIO, ITS, BG@100, etc. and, highlighting Computer Classes offered by Continuing &amp; Extended Education and Information Technology Services in the SA newsletter.</li> </ul> <p><b><u>Residence Life</u></b> Majority of Residence Life staff have participated in the online courses for accessing CSS. Created four courses in Blackboard to incorporate a web training session for RMS. Developed rosters of individuals that require access and training.</p>
Increase connectivity with constituents and implement the use of emerging technologies where possible.	Revise Division web sites to cater to information needs of current and future students, and parents.	December 2008	<p><b>Achieved:</b> Developed a subcommittee made up of representatives of all division departments to ensure similarity in web presence throughout division and departmental websites</p> <ul style="list-style-type: none"> <li>• New site outline approved focusing on all end users</li> <li>• Collaborated with Marketing &amp; Communication to determine a new look and flow.</li> </ul> <p><b><u>Residence Life</u></b> <b>Achieved:</b> Included video and podcasting. Student focus group consulted on website. Three Residence Life videos will be available on-line.</p> <p><b><u>Multicultural Affairs</u></b> <b>Achieved:</b> Created a Web-based diversity education resource area that will be launched fall 2009.</p> <p>Created an attractive, electronic student newsletter to enhance Multicultural Affairs image on campus.</p>
	Update Division web sites continuously to remove static feel, to invite return visits, and to keep information current.	December 2008	<p><b>Achieved:</b> Developed a subcommittee made up of representatives of all division departments to ensure similarity in web presence throughout division and departmental websites</p> <ul style="list-style-type: none"> <li>• All pages current May, 2009– ongoing</li> <li>• New newsletter format November 2008</li> <li>• Photoshop and Flash training offered for committee members November 2008</li> </ul>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b><u>Residence Life</u></b>  <b>Achieved:</b>  Created new Residence Life web presence, including Greek Affairs. Student focus group consulted on website.</p> <p><b><u>Student Health</u></b>  <b>Achieved:</b>  Worked with Marketing &amp; Communications to create interactive Health Assessment Forms for incoming students and had updated health information concerning H1N1 and precautions to be taken.</p> <p><b><u>Multicultural Affairs</u></b>  <b>Achieved:</b>  Updated the Multicultural Affairs Web pages with a Success Track flash movie to encourage students to participate in the program.</p> <p><b>Partially achieved and on-going:</b>  Initiated a collaborative project to create time management and decision making learning videos and PowerPoint presentations that will be available on Blackboard to Success Track and Freshman Development Program students fall 2009. Plans are being developed to offer the videos to faculty on campus.</p>
	<p>Increase participation rate of students in the AlertBG emergency notification system through marketing and promotion.</p>	<p>Ongoing</p>	<p>Participation rate from January through May 2009 was up by 1000 students. Heavy marketing is taking place during Orientation and Registration and will continue into the new academic year.</p>
	<p>Ensure all departmental websites are current and up-to-date</p>		<p><b>Achieved and on-going.</b>  Regular monitoring occurs on a monthly basis to ensure up-to-date information.</p>
<p>Extend information technology use within the Division for serving staff, especially to enrich adoption of</p>	<p>Review staffing needs for technology and make recommendations</p>	<p>December 2008</p>	<p><b>On hold.</b> In light of the current budget constraints, this AI has been placed on hold for future discussion.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
emerging technologies and to increase staff skills in using information technology.	for addressing these needs to the VPSA.		
	Develop resource list of staff and/or a technology library that may be used as a reference to assist with technology questions (e.g., SNAP surveys, CMS, Excel, SPSS).	October 2008	<p><b>Completed or In Progress</b></p> <ul style="list-style-type: none"> <li>Developed a workgroup to determine training needs within the Division of Student Affairs as well as best practices for communicating these and other technology imperatives to the division (<b>Complete</b>).</li> <li>Assessed and created list applications used by individual Student Affairs staff members (<b>Complete</b>).</li> <li>Developed a method to collect staff competency of necessary applications (<b>Complete</b>).</li> <li>Creating a web based knowledgebase of online tutorials and classes offered by BGSU as well as external to BGSU (<b>In Progress</b>).</li> <li>Creating a new page on the VPSA site that will include emerging technologies, links to resources (on- and off-campus) and other tech issues (<b>In Progress</b>).</li> <li>Working this information gathering into a larger gathering of information for Desktop replacements and technology needs (<b>Complete</b>).</li> </ul>
	Develop and implement “Technology 101” session to update staff each semester on technology offered at BGSU (emerging technologies and existing ones of interest).	Fall 2008 and Spring 2009	<p><b>Complete or In Progress</b></p> <ul style="list-style-type: none"> <li>Developed a workgroup to determine training needs within the Division of Student Affairs as well as best practices for communicating these and other technology imperatives to the division (<b>Complete</b>).</li> <li>Work with SA Staff Development Committee to bring technology topics to Professional Development Sessions (<b>In Progress</b>).</li> <li>Encourage individual staff to attend Continuing and Extended Education classes as needed. Advertised in weekly newsletter. (<b>Complete</b>).</li> <li>Provide weekly “Tech Trends” article in SA Newsletter to highlight technology and effective use of technology (<b>Complete</b>).</li> </ul>
	Develop way for committees to communicate activities, results, and updates.		<p><b>In Progress</b></p> <p>On-line reporting structure/SQL database was developed in cooperation with the Agile Software Factory through the Department of Computer Science. Database is still in beta test phase for functionality, use, and output. Rollout will occur during fall 2009 semester.</p>
Effectively communicate desktop replacement process.			<p><b>Achieved:</b></p> <p>Technology needs assessment was launched during the spring 2009. Results were communicated to departmental desktop reps in May 2009.</p>

**SA Annual Imperative:** Enhance Student Affairs facilities through effective planning, programming and cost analysis, renovation and construction, and maintenance. *(BGSU Annual Imperatives: Strategically invest in replacement, repair, maintenance, accessibility, and alternative use of classroom and laboratory buildings and residence halls as a tool for student, faculty, and staff recruitment and retention and as a method to promote long-term savings.)*

INITIATIVE	STRATEGY	TIMELINE	STATUS
<p>Create a Division of Student Affairs facility master plan to help prioritize projects for each funding cycle.</p>	<p>Use the BGSU Strategic Plan as a framework for discussion, while also working directly with the VP for Finance and Administration to incorporate her vision, directives, and financial resources into Student Affairs priorities.</p>	<p>October 2008</p>	<p><b>Achieved:</b></p> <p>Rob Cunningham appointed to Facilities Committee.</p> <p>Reached agreement with Ability Center for future accessibility assessment.</p> <p>Finalized funding for replacement of BTSU ballroom floor.</p>
	<p>Work with the Admissions Office, enrollment consultants, or any associated task forces to ensure that facilities designated as crucial to recruitment and retention efforts (e.g. residence halls, the Student Recreation Center, etc.) are deemed priorities.</p>	<p>October 2008</p>	<p><b>On-going</b></p> <p>Met with new Vice Provost for Enrollment Management and plans are being made to improve recruitment tours for potential students.</p>
<p>Ensure new construction/renovation projects meet current and future needs.</p>	<p>Use LEED design processes in renovation and new construction projects.</p>	<p>Ongoing</p>	<p><b><u>Student Health</u></b></p> <p><b>Partially achieved and on-going:</b></p> <p>Due to threat of pandemic flu, created a sick/well waiting room. Moved administrative offices out of the flow of the clinic and created office areas for the psychiatrist, dietitian, and Alcohol, Tobacco, and Other Drug (ATOD) counselor in the clinic area.</p> <p>The new building is on hold but looking at redesign of Pharmacy, nurses station and front desk with Lean design.</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
			<p><b><u>Residence Life</u></b>  <b>Partially achieved:</b>  Review and implement recommendations submitted by URS in the campus wide Technical Energy Audit.</p> <p>Establishing Residence Life Standards that are to be implemented within all of our construction and renovation plans.</p> <p>Currently developing all inclusive plan to determine base costs of a room, this in conjunction with conference programs and other on campus leased spaces.</p>
	<p>Use energy efficient standards (based on LEED standards without certification costs), as financially feasible, with the construction of new facilities.</p>	<p>Ongoing</p>	<p><b><u>Residence Life</u></b>  <b>Partially achieved and on-going:</b>  Establishing Residence Life Standards that are to be implemented within all of our construction and renovation plans.</p> <p>Coordinating work with Capital Planning and Facilities, some implementation will occur with housing master plan.</p> <p><b><u>Bowen-Thompson Student Union</u></b>  <b>Partially achieved:</b>  Currently using more energy efficient methods where feasible, and continuing to look for new methods. This includes replacement of light, use of low-flow faucets and flushing systems.</p> <p><b><u>Recreational Sports</u></b>  <b>Partially achieved:</b>  A local company conducted a lighting analyses and audits on some key activity areas within the Perry Field House (PFH) and the Student Recreation Center (SRC). The initial reports show some significant energy savings can be gained by changing out existing metal halide lights with new energy-efficient fluorescent light bundles. Funding options will be examined to phase in this project over the next three years.</p>
<p>Develop a structural and programmatic review process to evaluate existing facilities in meeting strategic and future needs of the University</p>	<p>Facility/Program staff should perform a functional/ programmatic analysis on their facility and repeat on a five-year cycle.</p>	<p>Ongoing</p>	<p><b>On-going.</b> No further update from Facilities Committee. Text of email from Dick Sipp, committee chair, from 6/22/09: "...beyond the scope of the committee. It would have been possible and was envisioned when Dave Crooks was handling the facility issues for SA."</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
in partnership with Capital Planning.			
	Work in concert with Capital Planning to facilitate the implementation of the state-mandated energy reduction plan, House Bill 251.	Ongoing	<b>Complete.</b> Met with Steve Krakoff, Associate VP for Capital Planning, and are in sync on HB 251. (note: text taken from email from Dick Sipp on 6/22).
Create an effective preventative maintenance plan for facilities.	Develop and implement a written preventative maintenance schedule for each SA facility, in partnership with Facilities Maintenance department staff. This will involve developing "service level agreements" by facility, clarifying which maintenance services will generally be performed by 1) maintenance staff housed in the facility, 2) Facilities Services staff, or 3) contractors/vendors external to BGSU.	December 2008	<p><b><u>Student Health</u></b>  <b>Partially achieved and on-going:</b>  The Health Center building is being assessed but depends upon the moving of SHS/CC to another area on campus as something comes available.</p> <p><b><u>Bowen-Thompson Student Union</u></b>  <b>Partially achieved and on-going:</b>  Have worked on a service level agreement which is now being reviewed by Facilities.</p> <p><b><u>Residence Life</u></b>  <b>Partially achieved and on-going:</b>  Facilities audit has been conducted through the Master Plan process.</p> <p><b><u>University Dining Services:</u></b>  <b>Partially achieved and on-going:</b>  Facilities audit has been conducted on MacDonald Dining Hall and will continue with partnership with Chartwells.</p>

**SA Annual Imperative:** Increase external funding opportunities for Student Affairs. (*BGSU Annual Imperative: Examine efficiencies in all operations ,including reductions in energy use, implement strategies with the greatest return on investment, and eliminate activities where appropriate.*)

INITIATIVE	STRATEGY	TIMELINE	STATUS
Continue to create financial efficiencies within the Division.	Annually assess opportunities for interdepartmental efficiencies (i.e., joint delivery of services, shared positions).	May 2009	Please ask Kathleen for an update
	Conduct monthly meetings with finance/budgeting administrators in the Division.	Monthly	Please ask Kathleen for an update
	Recommend conference services administrative model to VPSA that increases revenue and creates administrative efficiencies.	November 2008	<b>Achieved:</b> Recommendation submitted to VPSA.
Create and implement fund raising plan in coordination with the larger university priorities as coordinated through the Office of Alumni and Development.	Increase Parent Fund giving by 10% through involvement in Orientation, Fall Opening, Family Weekend to recruit 20 new parents to Falcon Parents Advisory Board.	May 2009	<b>On Hold.</b> Due to the absence of a Student Affairs Development Officer for much of the 2008-2009 academic year, all related division-wide development initiatives were “on hold”  Tom Killian, the new Student Affairs Development Officer, was hired and will begin summer 2009.
	Increase giving to Student Affairs Annual Fund through solicitation of a larger pool of former student leaders.	May 2009	<b>On Hold.</b> Due to the absence of a Student Affairs Development Officer for much of the 2008-2009 academic year, all related division-wide development initiatives were “on hold”  Tom Killian, the new Student Affairs Development Officer, was hired and will begin summer 2009.
	Achieve Division Building Dreams Campaign goal of \$2.25 million by soliciting 25-30 former student leaders and/or parents who have the potential to be major gift donors prior to December 31, 2008.	December 2008	<b>On Hold.</b> Due to the absence of a Student Affairs Development Officer for much of the 2008-2009 academic year, all related division-wide development initiatives were “on hold”  Tom Killian, the new Student Affairs Development Officer, was hired and will begin summer 2009.

INITIATIVE	STRATEGY	TIMELINE	STATUS
	Develop Division post-campaign fund raising plan in conjunction with the comprehensive University fund raising plan.	March 2009	<p><b>On Hold.</b> Due to the absence of a Student Affairs Development Officer for much of the 2008-2009 academic year, all related division-wide development initiatives were “on hold”</p> <p>Tom Killian, the new Student Affairs Development Officer, was hired and will begin summer 2009.</p>
Increase revenue in general fee and auxiliary areas.	Increase net revenue for targeted general fee departments and auxiliaries.	May 2009	<p><b><u>Not achieved and on-going</u></b></p> <p>General fee departments and auxiliaries are in process of determining net revenue for FY09. Enrollment and current economy have negatively impacted current fiscal year. Plans are in plan to increase revenue for FY10 in all respective areas.</p>
	Work strategically with the Office of Finance and Administration to ensure annual general fee, and room and board increases are balanced with tuition increases to allow for funded programs and services to be competitive in the higher education marketplace.	December 2008	<p><b><u>Partially achieved:</u></b></p> <p>State of Ohio continued 0% increase in tuition and fees. Room and board rates were established to keep BGSU competitive with peers regarding the total cost of attendance.</p>
	Determine the barriers to facility usage, analyze current market share and current customer base by market segment, assess the unique features and capabilities of each property, identify new target markets, and develop and implement a coordinated plan to cultivate new and expand existing usage of Division facilities, with the goal increasing revenue net by 10%	May 2009	<p><b><u>Bowen-Thompson Student Union</u></b></p> <p><b>In Process.</b> Through discussions regarding conference services which include representatives from the Student Union, Residence Life, Dining Services, Recreation and Wellness, and Athletics.</p> <p>Student Union room rental revenue is expected to end up lower in FY09 than in FY08. While we succeeded in attracting several new clients, the economy also caused other clients to cancel events that had, in some cases, been long-standing ones. (taken from email from Gale on 6/23)</p> <p><b><u>University Dining Services</u></b></p> <p><b>In Progress.</b> Still working through the logistics of our management partnership. Chartwells is more focused on getting our operations up and going for the fall so that we can best address maximizing resources and increasing business. (from email from Daria on 6/23)</p>

INITIATIVE	STRATEGY	TIMELINE	STATUS
Increase general fee and auxiliary reserves.	With inflation increasing annually, increase funding to reserves by 5%.	May 2009	
	Add any expired debt to auxiliary reserve balances. Fold this into University plan.	June 2009	Once debt is retired (paid-off) it is no longer a financial cost. Budgets are developed based upon total costs and expenses -- so debt expenses are lowered. For FY09 Residence Life has been able to increase its contribution to the Residence Life Reserves due to the way we do business, manage our budget and in part having a slightly reduced debt service.