VPSS Goals and the Relationship to College Mission and Goals

In order for the College to operate efficiently, it is extremely important that each Vice President is in sync with the President and the overall goals, vision, mission and philosophy of the College. As a member of the President’s Cabinet and officer of the College, the Vice President has to be ‘in tune’ with every aspect of the College’s operations and seek to build bridges and keep communication lines open across divisions.

The vast majority of the work of the SS Division relates to eight (8) of the twelve overall College goals (Goals 1, 3, 6, 7, 8, 10, 11 and 12). The College’s vision, mission and philosophy statements are the basis from which the SS Division derives its vision, mission, and philosophy. The Division’s functions, programs and services complement and support the College’s overall educational experience. Moreover, through its support programs and services, the Division addresses and attends to students’ general welfare.

The VPSS is responsive to almost all College goals and objectives; however, the following institutional goals more centrally frame the VP goals and critical areas planning goals and objectives for the Student Services Division:

**Theme One: Foster Learning Everywhere**

1.0 Foster student development for 21st century leadership through a robust and relevant curriculum enhanced by co- and extra-curricular activities.
   - Develop and implement the Morehouse approach to holistic student development
   - Improve global and leadership competencies in our students
   - Foster mentoring and peer-to-peer learning

3.0 Support classroom instruction through enhancements to our technology and facilities.
- Ensure the efficient use and appropriate investment in learning and living facilities

**Theme Three: Impact Communities Near and Far**

6.0 Strengthen the Morehouse Community.
- Foster a campus community rooted in professionalism, quality and efficiency
- Invest in a “greener” campus

7.0 Engage communities for impact near and far.
- Promote community service, service learning and civic engagement programs in the global community

8.0 Enhance our global connections.
- Enhance the DuBois international house experience
- Facilitate international educational exchanges

**Theme Four: Strengthen our position within the educational pipeline through pre-college preparation, admissions’ productivity, enhanced persistence and increased advanced degree placements**

10.0 Enhance Admissions’ productivity through a strong knowledge base and technology support
- Increase international recruitment in certain markets

11.0 Improve student persistence to degree
- Strengthen advisement
- Develop and implement a retention plan
- Develop and implement a plan to improve 4-year graduation rates

12.0 Improve graduate and professional school placement.
- Intensify mentoring to increase placement in graduate and professional school

Based on the organizational structure and operations of the College, the VPSS works collaboratively with the President, Provost and VP for Academic Affairs, CFO and VP for Business and Finance, VP for Campus Operations, VP for Institutional Advancement, VP for Information Technology and Chief of Staff for the President’s Office on College operations and initiatives. Hence, there are actually two sets of goals contained within the work of the overall Division. Listed below are goals that are specific to the role and responsibility of the VPSS and later the plan discusses the goals and objectives that are specific to the entire SS staff as we seek to address the nine Critical Areas established by the Division. In order to successfully lead the Division and work
collaboratively with the President, fellow Vice Presidents and other University constituencies, the VPSS goals are delineated below:

Goals

VPSS GOAL 1:

The SS Division will foster a student-centered approach to management and office operations.

OBJECTIVE 1.A: To annually evaluate and assess all relevant and appropriate staff by how well their activities support creating an environment that is conducive to student learning and in concert with the College mission and goals.

OBJECTIVE 1.B: To ensure that students, faculty, staff, parents and other friends of the College are receiving excellent customer service when interacting with Student Service offices and to annually assess hours of operations and services to ensure that they fulfill student needs.

OBJECTIVE 1.C: To identify educational and co-curricular needs of the student body and provide programs to meet those needs.

OBJECTIVE 1.D: To increase opportunities to communicate, recognize, and honor students for their contributions to academic and student life on campus.

VPSS GOAL 2:

The SS Division staff will provide an array of student development programs to address students’ physical, spiritual, emotional, and social development, and will promote leadership skill development and community service opportunities.

OBJECTIVE 2.A: To continuously emphasize Student Services’ supportive role for the academic mission of the College and work closely with Academic Affairs staff to co-sponsor student development programming.

OBJECTIVE 2.B: To initiate out-of-class activities that foster the development of students’ self-knowledge, critical thinking, leadership, and interpersonal skills.

OBJECTIVE 2.C: To promote experiences and develop programs that prepare students for successful integration into a dynamic, diverse, and ever-changing global society.
OBJECTIVE 2.D: To design and implement programs which foster students’ appreciation for the value of community service and puts them in touch with the needs of the community.

OBJECTIVE 2.E: To design and implement student programs which foster the development of skills that are used during the life course (e.g., career, life, family, and financial planning) and equip students to lead successful and productive lives.

OBJECTIVE 2.F: To plan and implement experiences through which students develop the skills to deal effectively with ethical, moral, and societal issues of the day.

OBJECTIVE 2.G: To assist with the implementation of an effective enrollment management program whereby student recruitment, orientation and student retention enhances the College’s marketing and outreach efforts.

VPSS GOAL 3:
The SS Division staff will offer programs that prepare students to work and live in other cultures and to communicate in other languages.

OBJECTIVE 3.A: To enhance the international diversity of the campus in order to stimulate increased cross-cultural interaction for Morehouse students, faculty, and staff and prepare them for participation in the emerging global society.

OBJECTIVE 3.B: To support programming that illuminates and enhances appreciation of other cultures.

OBJECTIVE 3.C: To increase, in conjunction with Academic Affairs, emphasis on the study of languages to prepare students to participate in meaningful international study through which they can gain knowledge of global issues.

VPSS GOAL 4:
The SS Division staff will assist Academic Affairs in developing innovative educational programs and services.

OBJECTIVE 4.A: To work with General Education and the Freshman and Sophomore Class Deans in order to provide structure and coherence for the first two years of study.
OBJECTIVE 4.B: To assist the President’s Cabinet with the review of all Master’s programs in order to determine the specific types, numbers and focus of future Morehouse Master’s programs.

**VPSS GOAL 5:**
The SS Division will work to retain an excellent staff by providing competitive compensation, offering professional development opportunities, and building incentives for improved services.

OBJECTIVE 5.A: To implement regular, meaningful performance evaluations of all Division staff.

**VPSS GOAL 6:**
The SS Division will assist the VPIT with upgrading and maintaining student use of technology.

OBJECTIVE 6.A: To assist in the development and implementation of a system that fully integrates information resources and technology into the administration of the College in order to increase the efficiency and effectiveness of office operations and services provided to students.

OBJECTIVE 6.B: To assist the VPIT with providing all Student Service staff and students with technical skills training and access and utilization of contemporary computer systems.

**VPSS GOAL 7:**
The SS Division will respond to the rising expectations that the infrastructure that it oversees (offices, buildings, housing, recreational space) will be constructed, maintained and improved.

OBJECTIVE 7.A: To assist the President, VPIA, CFO and VPCO in seeking private or bond funding for the repair and renovation of the residence halls.

OBJECTIVE 7.B: To assist the VPCO and Physical Plant staff in the implementation of a preventive maintenance schedule for all facilities.

OBJECTIVE 7.C: To assist the VPCO and Physical Plant staff with a schedule of checks to ensure facility compliance with state and federal regulations.

OBJECTIVE 7.D: To develop in concert with the CFO, VPCO and Division staff, a schedule of all capital needs that will be updated annually.
VPSS GOAL 8:  
The SS Division, in conjunction with the VPIA and OIA staff, will aggressively seek external funding for the enhancement of existing programs and the development of new programs.

VPSS GOAL 9:  
The SS Division will manage its operating and restricted budgets and employ cost containment strategies that improve the effectiveness and efficiency of services.

OBJECTIVE 9.A: To link strategic planning to resource allocations within the Division during the annual budget planning process.

OBJECTIVE 9.B: To improve services to students, faculty and staff through more effective systems and the simplification of administrative processes.

OBJECTIVE 9.C: To remain responsible stewards of the resources of the College, private foundations and of the State and Federal government.

OBJECTIVE 9.D: To respond quickly to all internal and external audit, state and federal requests.

OBJECTIVE 9.E: To work with IT and Institutional Research to develop and implement an effective information management function for effective decision making.

VPSS GOAL 10:  
The SS Division staff will promote a management style conducive to positive relations with all of its constituencies.

OBJECTIVE 10.A: To encourage faculty, staff, and students to view themselves as members of one community, whose morale and productivity depend on working towards a common purpose.

OBJECTIVE 10.B: To advocate for a collegial environment whereby disagreement can coexist with respect and where honest self-examination and performance management strategies lead to necessary change.

OBJECTIVE 10.C: To educate Division staff and the campus regarding issues of unrecognized discriminatory behavior in order
to eliminate such behavior and to promote appreciation for diversity.