Student Services Long-term Goals and Objectives

1. Critical Area: Planning, Evaluation, and Staff Enhancement

   GOALS: To ensure that the planning and evaluation process continues as an integral element in the Division’s work and that each employee is evaluated annually.

   To ensure that the Division’s personnel are continuously engaged in staff development activities that enhance their professional knowledge and competencies.

   OBJECTIVES:

   B. To conduct on-going planning and evaluation activities at the unit and sub-unit levels by utilizing CAS’ (Council for the Advancement of Standards) higher education measures.

   C. To develop short and long-term planning documents relative to (1) the improvement of student life and service areas on campus and (2) the improvement of the overall graduation and retention rates at the College.

   D. To fund professional development activities and conduct a program of activities that enhances the competency and professionalism of the SS staff.

   E. To review, revise, and develop administrative and programmatic policies and procedures to govern the affairs of the Division, its reporting sub-units and the student body.

   F. To implement student survey and assessment instruments in all SS offices and departments in order to get valuable feedback on service delivery from students, faculty and staff.
G. To implement all recommendations received from the SACS Self-Study process and Affirmation of Accreditation visit relative to student support services.

2. Critical Area: Safety, Security and Wellness

GOALS: To provide health care and mental health services and programs which are responsive to students' needs and interests, promote wellness as a corollary to good health, and complement their total development.

OBJECTIVES:

A. To fund professional development programs and measures that enhance the competency of the Public Safety, Student Health, Counseling Services and Office of Student Services staffs.

A. To provide and deliver good primary health care services and mental health counseling and care in accordance with state and College guidelines and policies.

B. To design, develop and implement a comprehensive wellness program including attendant policies, procedures, programs, activities and mechanisms via Student Health Services and Counseling and Disability Services.

C. To provide information, programs and services for students that will assist them in developing healthier lifestyles

3. Critical Area: Retention and Graduation Enhancement

GOALS: To develop a holistic retention plan that stretches across all divisions at the College and that provides a seamless delivery of services and assistances to students and improves the overall retention and graduation rates at the College.

OBJECTIVES:

A. To review, revise and conduct, in conjunction with the Freshman Class Dean, the New Student Orientation week program such that it reflects institutional imperatives, history, values and results from annual assessments of each year's program.
B. To implement in Student Life and Development a First-Year Experience program such that it provides new students with a good understanding of the Morehouse legacy, college survival skills and promotes pride for the College and unity amongst the men of Morehouse.

C. To provide additional staffing and resources such that students in need of additional academic support services can have access to the tutoring and counseling needed to succeed academically, particularly in English/Writing, Speaking/Reading and Mathematics.

D. To continue to revise policies and procedures and meet regularly with key offices (Admissions, Financial Aid, Registrar, Student Financial Services, Academic Advising, LRC, Residence Life, Student Life and Development and Student Support Services) that are responsible for providing all students with critical information and assistance necessary for their continued matriculation at the College.

E. To seek continued and additional staff who will provide academic monitoring of students progress and compliance with Satisfactory Academic Progress standards (Early Monitoring Alert Program – EMAP), continue to work with retained students through the Sophomore Year Experience program, provide other student academic support services (physical and learning disabilities) and programs that will foster communication and interaction with students and provide pertinent information and support.

F. To coordinate and enhance our personal and mental health counseling components and seek additional personnel and programming resources for students as our overall student population grows, thereby helping to ensure that students non-academic needs are met.

4. Critical Area: Visibility and Positioning

GOALS: To maintain that the Division's role is integral to the College's mission as well as the credibility of its programs, services and staff within the student personnel profession.

To promote positive relations and interactions among students and other campus constituencies.
OBJECTIVES:

A. To develop and implement strategies which promote the Student Services Division’s position, mission, and role at the College and within the student personnel profession.

B. To develop, implement, and maintain linkages and strategies which promote Morehouse College to internal and external constituencies.

C. To develop and maintain mechanisms that orient members of the College community about the Division’s mission and role at Morehouse.

D. To maintain linkages and build partnerships with College departments and offices.

E. To establish mechanisms that enable positive and regular interactions between students, the Administration, Student Services staff and other campus constituencies.

5. Critical Area: Student Life and Development

GOALS: To provide programs, activities, and experiences that enable students to actively engage in University life, enhance their total development needs and interests, encourage leadership development, and actualize the Division’s mission and vision.

To maintain and enhance a successful and competitive NCAA Division II athletic program, while adhering to all of the requisite rules and regulations.

To provide the Athletic Department and program with the necessary staffing, resources, equipment and facilities to appropriately represent and market the College.

To conduct a robust marketing and friend-raising program that will promote the College positively and provide valuable resources and relationships for the athletic program.
OBJECTIVES:

A. To develop and implement a comprehensive student life program which promotes students' social integration into the College, enhances their personal and spiritual development and enriches their cultural exposure.

B. To design and implement a structured program which promotes student leadership development and a good working relationship with the SGA and student organizations.

C. To review, revise, and conduct a program that promotes student volunteerism, on and off campus.

D. To design and implement a comprehensive recreational and intramural program that allows students to engage in cooperative and individual activities outside of intercollegiate sports in adequate indoor and outdoor facilities maintained for student usage.

E. To promote cultural knowledge, tolerance and understanding by providing interaction opportunities for U.S. and international students studying at the College and to promote study abroad opportunities amongst our students.

F. To provide spiritual development programming that showcases the vast array of spiritual and religious experiences in the world and to provide student ministries and activities that engage students and promotes their growth.

G. To assist the President, VP for Campus Operations and Director of the Physical Plant in the design, renovation and construction of student life spaces, the construction of new athletic facilities, campus landscaping and a new Student Center and the enhancement of Archer Hall and other outdoor recreational spaces.

H. To provide more services and amenities for students and staff of the College such that they have good access to transportation, food, convenience and sundry items, hair care, medical care, laundry, childcare, banking and other necessary and desired services.

I. To develop departmental policies and procedures for coaches and staff that reflect and are in concert with the College’s overall mission, policies and procedures.
J. To orient all coaches and staff to a student first, athlete second philosophy that undergirds all coaches and staff practices and directives to student-athletes.

K. To insist that all coaches and staff subscribe to and read the necessary publications and information, stay abreast of and attend the necessary conferences and meetings and submit the required forms and documents to make sure that all athletic teams are meeting NCAA eligibility requirements and adhering to all rules and regulations.

L. To annually submit a department operational and capital budget that prioritizes needs and enhances the athletic program each year.

M. To procure, in accordance with College policies, the necessary uniforms and equipment to properly outfit each athletic team such that they represent the College in the best aesthetic manner possible.

N. To hire coaches and staff who are familiar with and support the College’s vision and mission, who themselves are excellent examples and role models for students and whose coaching style emphasizes discipline and pride in Morehouse.

6. Critical Area: Residence Life: Administration and Planning

GOAL: To provide a residential environment in which programs, services, and facilities meet students' needs and interests, complement their total development, and are effectively administered and efficiently operated.

OBJECTIVES:

A. To develop and implement procedures and mechanisms that will improve efficiency in student housing operations and assess the degree of improvement annually and make changes accordingly.

B. To participate on committees and task forces designed to respond to on-campus housing needs, desired campus housing goals and the assessment of future housing occupancy goals.
C. To fund professional development activities and implement plans, measures and training programs that result in enhanced competency among the Residence Life staff.

D. To design and implement student development and student life programs for residential students with the conceptual goal of developing residential communities where students treat their halls as their home as opposed to dormitories.

E. To develop and implement, in conjunction with the VP of Campus Operations and the Director of Residence Life and the Physical Plant staff, procedures that will continually enhance the maintenance and aesthetics of the residence halls with particular attention to entrance ways, lobbies and lounges.

F. To develop, in conjunction with the VP for Campus Operations and Physical Plant, a comprehensive ten-year residence hall furniture refurbishing plan to ensure quality and safety in the halls.

7. Critical Area: Campus Culture and Decorum

GOAL: To develop and maintain a campus culture, environment, and ethos that is educational, social, spiritual, and collegial wherein students, faculty, and staff engage in wholesome, life-enhancing classes, programs, and activities where morals, values, respect and concern for others is displayed daily.

To promote positive relations and interactions among students and other campus constituencies.

To ensure that student judicial affairs and the Code of Student Conduct are effectively administered.

OBJECTIVES:

D. A. To facilitate critical discussions with the Student Affairs Committee of the Board of Trustees, the President, students, faculty and staff to identify core values that the entire College community can support and enforce to bring about greater communication and cooperation amongst the different campus constituencies.
E. To develop and implement measures that promote a safe and secure environment in which students, faculty, and staff can live, study, and engage in University life.

C. To chair and/or participate on essential committees (e.g., Respect and Diversity) designed to strengthen campus culture and the physical environment of the campus.

D. To establish mechanisms that enable positive and regular interactions between students, the Administration, Student Services staff and other campus constituencies.

E. To make sure that students continue to be allowed to participate in pertinent and relevant aspects of College governance and that we hire and continuously encourage all staff to work with students in a student-centered manner, while at the same time modeling proper, desired types of behavior and decorum.

F. To continuously encourage faculty, staff and administration to mentor students, give of their time and talents to students and student organizations and to spend even greater amounts of time interacting with students.

G. To maintain an effective student judicial system.

H. To develop and implement measures which promote students’ familiarity with and adherence to the Code of Student Conduct.

8. Critical Area: Diversity and Globalization

GOALS: To research, which assesses the current campus climate for diversity and which brings together individuals, information and best practices that furthers our understanding, knowledge and appreciation of diversity, its’ spectrum, issues and concerns. To formulate policy, which focuses on setting the appropriate tone and structure for an inclusive, non-discriminatory campus environment. To enhance academic and professional development, which focuses on more strategic involvement of the College’s educational program in teaching and learning
about diversity issues, and the assistance provided to staff to enhance their understanding and appreciation for diversity.

To enhance campus life and culture, which focuses on enhancing out-of-classroom experiences and support systems that build community.

To enhance community relations, which focuses on enhancing the College’s leadership role in demonstrating its commitment to diversity to external constituencies.

OBJECTIVES:

A. To review the Task Force on Tolerance and Diversity Report to the President (July 30, 2003) and assess how many recommendations have been implemented to date and determine which ones can be implemented Fall 2010 and Spring 2011.

B. To conduct campus climate research – examine existing formal and informal structures, policies and procedures that inhibit Morehouse from being more inclusive and recommend changes that foster greater inclusion.

C. To continually research and develop new initiatives that promote diversity and multicultural appreciation both inside and outside classroom thus supporting the educational mission of the institution.

D. To monitor and assess current practices and services on an ongoing basis.

E. To develop and implement instruments for outreach to garner feedback and suggestions from the campus community on the current conditions concerning sensitivity and openness to diversity.

F. To initiate programs to enrich awareness of and respect for diversity at Morehouse.

G. To encourage and support student-led projects and initiatives to honor and celebrate the diversity of our student population.
H. To support, and when appropriate, seek to increase the number of underrepresented male minorities in the community.

I. To work with all facets of the College community to provide cultural awareness and programming.

J. To utilize technology and other feasible resources to offer alternative opportunities for communication and collaboration geared toward intercultural and diversity efforts.

K. To identify strategic partnerships with internal and external entities who are engaged in related diversity and intercultural activities and jointly sponsor projects.

L. To create a new programming infrastructure for the “Expect Respect” forums, by seeking funding and recruiting speakers/presenters internally and externally who represent diverse backgrounds of learning and knowledge.

M. To strengthen our efforts in providing disability services and information for students, faculty and staff.

N. To continue to share our scholarship and best practices by participating in local and national conferences.

O. To appoint campus faculty and staff with diversity expertise on the Respect and Diversity committee.

P. To create opportunities for students, faculty and staff to learn about diversity-related issues and topics and encourage exploration and respect of individual differences and promote openness to learning from others.

Q. To develop and strengthen partnerships with diversity-related groups and programs on campus.
R. To explore ways to educate ourselves as Student Services staff, taking advantage of educational opportunities on campus and in the community.

9. Critical Area: Leadership Development and Service

GOAL: To research information and best practices that furthers our understanding, knowledge and appreciation of leadership, its’ concepts, theories and applications.

To formulate training programs for our student leaders (SGA, CASA, RAs, NSO, Pan-Hellenic, etc.) which focuses on leadership development and the acquisition of skills and abilities to help students lead effectively.

To enhance academic and professional development of Student Services deans, directors and staff, which will enable us to incorporate aspects of leadership and service in office/area programming and services.

To enhance campus life and culture by requiring students and student organizations to develop leadership abilities and conduct community service as a provision for maintenance of chartered status.

To enhance community relations, internally and externally, by partnering with the Bonner Office of Community Service and other organizations to provide service locations and agencies for students to “uplift and serve.”

OBJECTIVES:

A. To review current training programs for student leaders, evaluate and assess and make changes accordingly for implementation in Fall 2010 and Spring 2011.

B. To continually research and develop new initiatives that promote leadership and service both inside and outside the classroom thus supporting the educational mission of the institution (e.g. “NO! Excuses” campaign).

C. To monitor, assess and evaluate current practices and services on an ongoing basis by developing student assessment instruments for programs and training.
D. To initiate programs to enrich awareness of and participation in community service initiatives on and off campus.

E. To encourage and support student-led projects and initiatives to honor and celebrate leadership and service on campus, and to provide regard, recognition and reward accordingly.

F. To support, and when appropriate, partner with the Bonner Office of Community Service and other entities to enlarge the number of students participating in community service projects.

G. To work with the President, Provost and Senior VP for Academic Affairs with the discussion and possible requirement of community service for graduation.

H. To utilize technology and other feasible resources to offer alternative opportunities for communication and collaboration geared toward leadership and service.

I. To identify strategic partnerships with internal and external entities who are engaged in related leadership and service activities and jointly sponsor projects.

J. To bring to campus leadership and service experts by seeking funding and recruiting speakers/presenters internally and externally.

K. To continue to share our scholarship and best practices by participating in local and national conferences.

L. To create opportunities for students, faculty and staff to learn about leadership-related issues and topics and encourage exploration and incorporation.

M. To explore ways to educate ourselves as Student Services staff by taking advantage of educational opportunities on campus and in the community.