MOREHOUSE COLLEGE

STUDENT SERVICES DIVISION
2010-2015 STRATEGIC PLAN

Executive Summary

The current Five-Year Plan (2010-2015) for the Student Services Division at Morehouse College articulates the strategic focus of the Division’s work. In accordance with the College’s Strategic Plan and Goals, the Vice President for Student Services has developed administrative goals and objectives that will guide the management and supervision of the Division. The goals and objectives for the Office of the Vice President for Student Services (OVPSS) were shared with Division Directors for review, revision and “buy-in.” The Student Services Directors wholeheartedly endorsed and committed to the implementation of the goals and objectives.

The offices and departments within Student Services are (see Appendix A for description of each office): the Office of the Vice President (includes the Dean of Student Services), Office of Student Conduct, Student Health Services, Intercollegiate Athletics, International Student Services, Housing and Residential Life, Student Life and Development, Counseling and Disability Services, Career Planning and Placement (Non-Business majors), Recreation, Intramurals and Fitness, Student Government Association (SGA), Campus Alliance for Student Activities (CASA), the Maroon Tiger, the Torch Yearbook, Pan-Hellenic Fraternities and all other chartered student organizations, in addition to being the coordinating office for the Morehouse College Parents Council and chairing the College’s Respect and Diversity Committee.

Organizationally, the Vice President is assisted with the supervision and oversight of division offices and departments by the Associate Dean of Students Services. The Vice President works directly with Intercollegiate Athletics, Housing and Residential Life, Counseling and Disability Services, Student Life and Development, Student Conduct and Student Health Services, in addition to chairing the Respect and Diversity Committee. The Associate Dean of Student Services works directly with Recreation, Intramural and Fitness, Career Planning and Placement and International Student Services. He also serves as the primary liaison to the Morehouse College Parents Council. The Vice President and the Director of Student Life work cooperatively with the SGA Executive Board officers. The Vice President meets with the Deans and all directors every two weeks and with the entire division personnel once each semester. The President of the Student Government Association (or designee) is invited to attend all Division Director’s meetings. The Dean meets with his direct reports as needed. The above revised organizational structure was implemented in Fall 2009.

In order to better address and align the Division with College and Vice President for Student Services (VPSS) goals and objectives, the Student Services Planning Team initially identified nine (9) critical areas that decisively affect and influence the Division’s capacity to actualize its mission and vision as well as to deliver superlatives programs and services to the College’s students and other constituencies. As the team engaged in the analytical phases of the development of the Plan, it became apparent that
considerable program and staff development, foundational and resource enhancement work and accomplishments will be required if the Division’s mission and vision statements are to be actualized. Therefore, the Plan primarily concentrates on “putting in place” (1) fundamental structures, systems, processes, policies and procedures; (2) enabling programs and services; and (3) human and capital resources and infrastructure improvements over the five years of the Plan. Once these critical areas have been addressed, the long-term goals and objectives accomplished, the Division will have moved forward and more effectively carried out its mission.

Critical areas represent major factors that decisively affect and influence the direction of Student Services. They are key areas in which the Division and its staff must effectively perform over the Plan period. The critical areas are comprehensive in scope and usually do not involve one unit solely. This is intentional in design and implementation and depends on good, strong, collegial working relationships across the division and College if the goals are to be realized. The following nine (9) key critical areas have been identified as paramount as the Division begins its work to align itself with the College’s Strategic Plan and goals:

1.0 Planning, Evaluation and Staff Enhancement
2.0 Safety, Security and Wellness
3.0 Retention and Graduation Rate Improvement
4.0 Visibility and Positioning
5.0 Student Life and Development
6.0 Housing and Residential Life
7.0 Campus Culture and Decorum
8.0 Diversity and Globalization
9.0 Leadership Development and Service

While retention and graduation rate enhancement is specifically identified as a critical area, we realize that if we are successful in completing all areas, then we will improve retention and graduation rates. In addition, we realize that retention and graduation rate enhancement is a College-wide initiative and goal and that one division is not solely responsible for its enhancement, we all are! Given the development of Morehouse’s Strategic Plan, the submission of Morehouse’s Quality Enhancement Plan (QEP) to the Southern Association for Colleges and Schools, globalization is a key critical area in which the College must perform if it is to meet the objectives in its QEP. While both retention and graduation rates for Morehouse students is above the national average for African American students, we believe with a comprehensive, coordinated plan we can significantly improve and provide our students with even greater academic and student life services. Additionally, we believe a greater focus on wellness, encompassing spiritual, mental and physical health and other counseling support services will need to be addressed to further enhance retention.

An “Active Engagement” approach will be the strategy through which the Division will address the Plan’s critical areas and achieve its long-term goals and objectives. Through this strategy, the Division will focus on ten elements that are tantamount to students’ active engagement in college life. The ten elements are the following:

1. Orientation
2. Hierarchical Needs
3. Connection (Affiliation and Belonging)
4. Social Integration
5. Intellectual and Cultural Enrichment
6. Purpose and Direction
7. Personal and Social Development
8. Personal and Spiritual support
9. Leadership Development
10. Personal Attention, Regard and Recognition

This document contains the following: (1) mission statement; (2) vision statement; (3) Philosophy statement; (4) College and VPSS goals and objectives; (5) critical areas discussion; and (6 critical areas five-year goals and objectives.
Mission and Purpose Statements

Student Services Mission Statement:
“*To implement the strategies and create the environment that supports the mission of Morehouse College, which is “to develop men with disciplined minds who lead lives of leadership and service.” Through its programs, activities and services, the Division of Student Services is accountable for cultivating and promoting the total development of students, and is committed to providing the highest levels of customer service and advocacy on behalf of the men of Morehouse.”*

The Student Services Division is the organizational unit within Morehouse College that is charged with the responsibility for developing and implementing services, activities, and opportunities which complement students’ academic experiences, as well as enhance their adjustment to and participation in College life. Simultaneously, the Division advances the general well being of Morehouse students. Hence, its purview is broad and covers a number of co-curricular aspects designed to enhance student development and complementary to classroom instruction. We are the 24/7 division given that we have staff members who work with our students 24 hours a day and 7 days a week.
Student Services functions and activities involve fostering personal and social development; orienting students new to the College; offering opportunities for leadership development and service; enhancing students global perspectives and diversity understanding; providing residential life learning communities, management and security; student services and activities, recreation and intramural sports and intercollegiate athletics programs; and providing wellness and academic support services; and interacting with parents and guardians.

Through its services and programs, Student Services promotes student development; enhances students’ intellectual development; assists students in overcoming personal, physical, or educational problems; and seeks to ameliorate environmental conditions that may adversely influence students’ well being.

The following statements reflect the purpose and operational tenets of the Student Services Division.

• The Division provides a comprehensive set of interrelated services, activities and referrals that focus on holistic student development
• The Division is structured to provide quality and variety of experiences – academic, intellectual, cultural, spiritual, social and athletic – that promote educational opportunities.
• The Division interprets and meets students’ needs through its programs, policies, and practices.
• The Division promotes a sense of social responsibility, as well as personal and professional worth, so that graduates are capable of providing leadership in local, regional, national, and international spheres.
• The Division provides guidance needed to enhance students’ sensitivity to the moral, ethical, spiritual, and aesthetic values upon which our society rests.
• The Division encourages excellence among its staff and College students.

**Vision Statement**

The Student Services vision statement describes the nature and concept of its future enterprise. It establishes what the Division plans to do and become. The vision statement also describes the necessary provisions, the future and environment, and the experiences that should be available to the College’s students, as well as the nature of the Division's work and its performance expectations. The division of Student Service’s vision statement is as follows:
Morehouse College students are “Renaissance Men” who are actively engaged in a stimulating, nurturing and safe environment, where they are valued as individuals, and in which they are encouraged and assisted to develop affective and intellectual competencies that complement their academic studies and transcend their tenure at Morehouse.

Philosophy Statement

A commonly shared philosophical orientation frames the SS Division’s collective efforts and gives cohesion to the units that comprise it. Student Services adheres to the concept of “total student development,” a holistic approach to student development. The services, programs and experiences provided to students by Student Services are designed to complement the perspectives, needs, interests, and concerns that influence students’ academic performance as well as their social and personal adjustment to the College setting. Student Services holds that students’ academic needs, interests, and concerns must be viewed in the context of other influencing factors. Therefore, attention to their development as college students requires comprehensive programming and services, the aim of which is to provide students with skills, knowledge, perspectives, experiences, and assistance that facilitate their “active engagement” on campus and persistence through graduation.

The approach to addressing and implementing the "Active Engagement" elements include integrated, active, comprehensive and holistic methods.

- "Integrated" means that the Division's efforts will be carried out across departments and involve cooperation with units and departments outside the Student Services Division. We will be collaborative.

- "Active" means that the approach emphasizes outreach, prevention, structure and action. We will exhibit passion.

- “Comprehensive” means that the approach addresses myriad factors related to students' success and progress at the College. We will benchmark and implement best practices.

- "Holistic" means that the approach recognizes that students' performance in, success at, and adjustment to college life are affected by numerous factors and forces that interplay in their lives. We will be compassionate.
In addition, the design ensures that students will concurrently be actively engaged in their college experiences while the student services staff will be actively engaged in its work. Excellence, student-centeredness, team spirit, and support will undergird the staff’s work.

**Excellence**
Excellence will be displayed in attention to detail in planning and execution of our programs and services. The ultimate goal is to achieve flawless execution and delivery of programs and services. The division’s staff will seek to “raise the bar” with each and every program, activity or informational piece they implement.

**Teamwork and Collegiality**
Integrated planning and a shared vision and philosophical tenets will guide and undergird the staff’s work. The staff will actively engage in the resolution of critical issues, problems and concerns that affect students, the Division, and/or particular functional areas. Moreover, individual staff members will support joint efforts once consensus is reached or directions are set. Also, the staff will be mindful of the needs, interests, and concerns of parents, coworkers, and colleagues as additional stakeholders.

**Student-Centered**
Programs and services will be delivered in ways rooted in the recognition that students are the "primary customers" of the College, in general, and of the Student Services Division in particular. Therefore, the Division’s operations, procedures, physical and staffing arrangements will be planned, delivered, and arranged with the needs, interests, and concerns of students as its primary customers.

**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.

CRITICAL AREAS DEFINED

Critical areas represent major factors that decisively affect and influence the direction of the SS Division. They are key areas in which the Division must effectively perform over the Plan period. The following nine (9) key critical areas will frame the Division's work for the new SS Strategic Plan (2010-2015):

1.0 Planning, Evaluation and Staff Enhancement
2.0 Safety, Security and Wellness
3.0 Retention and Graduation Rate Improvement
4.0 Visibility and Positioning
5.0 Student Life and Development
6.0 Housing and Residential Life
7.0 Campus Culture and Decorum
8.0 Diversity and Globalization
9.0 Leadership Development and Service

Each of the above critical areas is thoroughly discussed below to give a clear and concise understanding of the types of goals and objectives that have to be formulated in order to fully address each area.
(1) PLANNING, EVALUATION, AND STAFF ENHANCEMENT

Significant strides have to be made in this area if the Division staff is to be successful in carrying out their duties in concert with the Strategic Plan. This critical area is number one because we have a good deal of work to do to make planning and professional development an integral part of staff work. With the completion of the strategic plan, the hiring of new, experienced directors and the professional development of existing staff, this area can be a significant strength to carrying out the plan. With the leadership of the Vice President, we will adopt and implement measures to make sure that all staff are staying abreast of developments in their field and revising existing programs or creating new ones to enhance skills and abilities, office services and office efficiency and customer service. We know well the importance of planning, evaluation and staff enhancement, but not planning has become the modus operandi for this division. We must change this direction immediately and learn to maintain our adherence to professional standards and the expectations of the vice president.

As stated above, planning and evaluation, as an ongoing process, has to become an integral element in the Division’s work. Sound and positive initial orientation to planning and evaluation is occurring among the unit heads and the administrative staff. This work will focus primarily on annual operational planning. This Five-Year Plan represents the annual importance placed on long-term planning. The Plan delineates critical areas of performance over the five-year period. The Division will continue to engage in operational planning and will identify specific results to be achieved within each of the one-year periods comprising the five-year plan. The annual planning process will include annual budget planning as well.

The operational planning process incorporates a semester review system which assesses progress toward achievement of annual objectives. The review system identifies problems and difficulties for intervention, correction, and/or revision. Operational planning requires active participation by all key personnel within the Division and involves integrated planning across departmental lines. Thus, teamwork and collaboration are fostered.

Steady progress is expected in this planning area; however, the evaluation area will require "beginning at the beginning." The strategic planning and operational planning work associated with the development of this Plan began the orientation toward assessment. All departments will develop and implement instruments and mechanisms for assessing effectiveness of their programs and services. Moreover, they will be required to use the assessment results for planning and decision-making
purposes. This academic year all directors are performing the Council for the Advancement of Standards (CAS) assessment of their departments and will be implementing new strategies and policies to make sure our offices are being operated relative to CAS guidelines.

Additionally, there is a need to conduct assessment on a Division-wide basis. Such an undertaking will require staff support to work specifically in this area. An assessment will focus on (1) effectiveness of the Division’s programs and services, (2) interests, needs, and concerns of students, staff, and other constituents, and (3) performance in critical areas and attendant goals and objectives.

Effective and efficient administration of Student Service programs and services is crucial to achieving the goals and objectives set forth in the Five-Year Plan. It is equally important to providing a solid base upon which further developments, initiatives and enhancements can be built beyond the five-year period covered in the Plan. The Division’s programs and services must complement the College’s mission and institutional goals. Moreover, they must extend from the Division’s mission and vision. Coherence should undergird the Division’s work. Comprehensive policies and procedures by which programs and services and reporting units are governed and operated must be codified in policy and procedure manuals and the Student Handbook. These documents must be kept current through annual reviews and revisions. The structural and functional organization of the Division must complement the Division’s mission and vision. Organizational paradigms will be developed to reflect roles, responsibilities, relationships, and lines of authority. In addition, effective administration of the Division’s affairs requires identification of, and advocacy for resources for capital and infrastructure improvements, which will enable it to effectively and efficiently develop and implement its programs and services.

Continuous enhancement of skills, abilities, and knowledge will be promoted among the Student Services staff. Most of the current staff have not been formally trained in student service personnel or higher education administration programs. However, given the years of experience in the field, most staff have good working knowledge of their area. However, the bar being set is that of excellence and career professionalism. Therefore, staff members will continue to be encouraged to learn, stay abreast of and participate in professional development activities including attendance and presentations at conferences, workshops and seminars, subscriptions to professional literature, and participation in “in-service” developmental programs (some of which will be made mandatory). All unit heads will be strongly encouraged to affiliate with at least one national and one regional professional organization, and to subscribe to at least one professional
publication. In-service staff development activities will be included on the agendas of departmental and divisional meetings. The aim of these activities will be to maintain and enhance the personal development and professional competency of the staffs within the Division.

(2) SAFETY, SECURITY AND WELLNESS
Student Health Services (SHS), Counseling and Disability Services (CDS) and Recreation, Intramurals and Fitness (RIF) have all been actively involved in health and wellness programming on campus. The next step is for them to work together to submit grant proposals and coordinate their efforts. All three offices have been successful in implementing preventive health and wellness programming for students. Students have been very responsive to these programs and we look to continue these efforts.

Student Health Services Center, with new director Dr. Cynthia Trawick, is in the midst of a renaissance. The Center will be adding new staff and has partnered with Fulton County Department of Health, the Georgia Department of Health and Morehouse Medical Associates to augment current offerings in the Center. Most recently, we have met with our student health insurance provider and given increased health care costs and a minimal Center budget, we will be revising our policy coverage to allow greater usage of the policy by the Center and our students. The Center is undergoing a review of student health services and programs with an aim to develop more comprehensive services and cost-effective services and programs. Thus, the Student Health Center must be enabled to provide health care services and programs that are responsive to students’ needs and interests, which promote wellness as a corollary to good health, and which complement students’ total development.

Counseling and Disability Services, under the new directorship of Dr. Gary Wright – licensed psychologist, will also need to be provided with resources and support in order to meet the counseling assistance and support needs of our student body. Given Dr. Wright’s background and experience, we expect him to energize the staff and connect with students in a way that they view the office as an ally. Today, far more so than in previous years, our students are presenting with the same vast array of issues and concerns that were previously prevalent only on majority, predominantly white campuses. In order to address and successfully combat some of the issues our students are dealing with, we need to make sure staff are visible to the student body, available at different times throughout the day and are providing preventive programming to help students cope. In addition to Counseling Services, the Associate Vice President for Student Services also provides ombuds and chaplain-like services for our students and parents who are in need or in crisis. Similar to student health, our student health insurance
policy will now allow us to contract with external providers given that the maximum benefit amount has been increased.

In addition to the above two offices, we will also partner with the Public Health Sciences Institute, which Dr. Trawick also directs, the Morehouse New Minority Male Health Project and Healthy Relationship Initiative, and continue our relationship with the Wright Group and the Ending Violence Against Women sub-grant, all of which have been able to provide health and wellness programming for campus students and some members of the surrounding community.

**3) RETENTION AND GRADUATION RATE IMPROVEMENT**

Morehouse has successfully utilized many recruitment and retention strategies with some success, given that the first to second year retention rate most recently reported was 85%. The most recent 6-year graduation rate that was reported is 60%, which is down from the previous year of 67%. In order to improve the quality and size, and to fully and properly shape the desired characteristics of new classes, we have to enlarge the size of our applicant pool by saturating our current market and “tapping into” new markets. During the past year, Morehouse was fortunate enough to have added new skills, abilities, experiences, and expertise to its executive leadership team and have changed its organizational structure accordingly to take advantage of the talents its new leadership team brings.

Morehouse, via its New Student Engagement (NSE) process, has begun to employ some aspects of an Enrollment Management Model which will further enhance its ability to coordinate student services and assistances whereby the entire student experience, from beginning to end at the College, can be fully coordinated and seamless. The NSE Team currently utilized encompasses the offices of Admissions, Financial Aid, Housing and Residential Life, Student Life and Development/New Student Orientation/First-Year Experience, Student Financial Services, Registrar, Academic Advising/General Education and Information Technology. In addition, the office of Student Services is in the process of forming the Morehouse College Parents Council, which will allow parents to provide us with feedback on our processes and procedures. As we move forward, these new strategies will be organized into a comprehensive, well-structured program involving students, faculty, administration, staff, alumni, and friends of the College.

College administrators have experience at other institutions and have visited other colleges and universities, utilized the Internet, and researched enrollment management models across the country in order to better assess which strategies, mechanisms and organizational structures will work best for Morehouse given its current personnel and
technology. The president, vice presidents and chief of staff is conducting strategic planning and doing benchmarking in order to determine how well our current goals and objectives reflect “New College” and the “Futuring” of Morehouse.

Student Services retention strategies continue to be centered in Student Life, Housing and Residential Life, Counseling and Disability Services, and Intercollegiate Athletics. International students continue to exhibit higher retention and graduation rates than the overall student body, as do student-athletes although they enter the College with greater challenges. We are seeking to extend the lessons learned from these programs to other areas of the College. The Academic Advising Committee is making recommendations to the Provost regarding revision to the current advising system and are asking faculty members to maintain their relationships with students beyond course registration, for true academic advising is far more than simple course selection. If need be and requested, SS staff will become academic advisors to further enhance the system and process. We need to implement a First Year Experience Program in concert with the Freshman Class Dean, an Early Monitoring Alert Program (EMAP) for students on academic progress probation in conjunction with General Education, and a Sophomore Year Experience (SYE) program in concert with the Sophomore Class Dean. In addition, Intercollegiate Athletics needs to implement a mandatory Study Hall for new student-athletes and student-athletes with less than a 2.5 cumulative grade point average.

Most recently, we have recognized the significant importance of personal and mental health counseling for our students. Many of our students can make it academically at the College, but bring significant issues to campus from their home and community environments. The issues they are bringing are not new to higher education or Morehouse, but they are becoming more pervasive and we must seek additional ways of providing counseling support for our students, so that they are able to better concentrate on their academic endeavors and improve their overall health and well-being. Toward this end, we will need to look seriously at augmenting the services currently provided by Counseling and Disability Services and Student Health Services. We also must be attentive and develop programming around student’s spiritual development and well-being also. Most recently, we did a Counseling Services presentation for the Executive Leadership Council (ELC), but also need to do sessions for faculty and staff via academic division meetings and the staff assembly. Our Counseling and Disability Services and Student Health Center have to seek external contractual relationships with outside providers in order to augment current campus offerings. Student Health Services continues to work with external agencies in order to bring needed services to our students here on the campus and the CFO is working
with our student health insurance provider in order to improve our current policy and allow both Counseling and Student Health to provide more services for our students.

(4) VISIBILITY AND POSITIONING
Establishing the Student Services Division’s role as integral to the College’s mission and its contribution to the education and overall development of Morehouse students is a primary goal of all Division personnel. Moreover, the College community should understand and be familiar with the Division’s role and functions as well as with its programs and services. This will be accomplished through efficient and wide-spread dissemination of information, improved communication with College departments and agencies, as well as on-going networking and partnering within the College community.

Beyond the campus community, the Division should establish its niche within the student personnel profession. The Division’s staff will begin to appear on programs at professional meetings and will develop papers for submission to regional professional publications. Staff will be encouraged to become active in their local, regional, and national professional organizations. These activities will enhance the visibility and position of the College, as well as its Student Services’ programs, services and staff.

Significant progress has been made in establishing positive relations between students, the administration, and other campus constituencies. This has been accomplished through open communication channels, accessibility of College administrators to students, participation by students in College governance and on major ad hoc committees, and the College’s responsiveness to student issues. This momentum must be sustained through mechanisms such as the President’s Student Development Luncheons, Student Forums and Student Round Table discussions. Other mechanisms, like Extended Cabinet meetings, Crown Forum assemblies, and Divisional presentations at faculty meetings, must be implemented to improve faculty and staff communication as well. Student Services’ staff will become “valued” colleagues because of the work we do collaboratively and cooperatively with Academic Affairs and all other divisions at the College. We will be an appreciated team partner by the end of this Strategic Plan.

(5) STUDENT LIFE AND DEVELOPMENT
Provision of a comprehensive student life and development program is an institutional priority and imperative. Such a program encourages and promotes students’ active engagement in campus life. During the life of this plan, the Student Services Division will develop and implement a well-grounded, conceptually sound and integrated, comprehensive student life and development program, in conjunction with the Freshman
and Sophomore Class Deans and General Education. The program will offer a range of activities, experiences and opportunities which (1) complement students’ intellectual development; (2) enrich their cultural exposure and provide study abroad opportunities; (3) promote their social integration into the College community; (4) provide student leadership training and opportunities; (5) encourage student volunteerism; (6) facilitate their participation in extracurricular activities and other wholesome facets of campus life; and (7) contribute to their personal and spiritual development. Furthermore, the student life program must reflect the diversity that exists among the student population. Enhancement of recreation and intramural sports activities and concern for the development of a sense of “belonging” among the student population are slated for particular attention.

Student development is integral to the mission of educating the total student. Student development concepts hold that students’ academic and intellectual development must be complemented by equal address to their career, personal, spiritual, social, and cultural development and enhancement. The aim is to “produce Renaissance Men” and enable students to acquire a full array of competencies that equip them to assume meaningful positions in society, to be placed confidently following graduation, and to conduct their lives in gratifying and rewarding ways. Moreover, student development concepts hold that students must successfully engage in and complete certain developmental tasks and challenges that arise while they are pursuing higher education. Furthermore, because the college community is a microcosm of larger society, students must develop intellectual and affective capacities for effective citizenship within the College community and beyond. Thus, students can learn, practice, and hone skills and abilities that enable them to assume civic responsibilities, gain and retain employment, and pursue advanced study. Additionally, student development and support programs should enhance students’ capacity to successfully manage their life experiences while they are engaged in collegiate work.

These underlying conceptual premises require the College’s student development efforts to (1) provide support services to all students; (2) address the special support needs of various sub-groups within the student population, e.g., adult, international and differently-abled; and (3) address students’ personal, spiritual, social, physical and career developmental needs.

Enhancement of student development programs is particularly relevant since the College seeks to produce “Renaissance Men” who are able leaders, responsible citizens, and graduates who are prepared to lead personally and vocationally gratifying lives in a global society. Thus,
provisions that enhance students' affective development and general well being, as well as complement their intellectual and academic development, must be made.

Intercollegiate Athletics is an integral part of campus life and is major part of any liberal arts college experience. Morehouse is a member of the NCAA's Division II and the Southern Intercollegiate Athletic Conference (SIAC) and currently fields men's teams in Football, Baseball, Basketball, Cross-Country, Golf, Outdoor Track and Tennis. Given that we are an all male institution, we are meeting NCAA Title IX requirements and are in compliance with all NCAA Division II rules and regulations. The sponsorship of only 7 sports teams makes us the smallest athletic operation in the SIAC.

Student Athletes continue to do a good job in the classroom and around campus and based on the latest data, the graduation rates of student-athletes is higher than the general student body, 75% vs. 67%. In addition, for the third consecutive year, Morehouse Athletics has been awarded the SIAC Commissioner's Award for having the largest number of conference championships. This past year Morehouse was SIAC champions in Cross Country, Outdoor Track, Golf and Tennis. The football team did very well finishing 7-3 overall and just missing the NCAA Division II playoffs. In addition to our intercollegiate teams, our Cheerleading Team, composed of Spelman College students, won the SIAC Cheer Championship. The president has asked that the senior administration meet with the Athletic department staff and seek ways to enhance the program. The program has a full-time Compliance Officer and Sports Information Director (SID), but only a quarter-time academic support services person.

Currently, our challenges include improving coaches salaries, bringing aboard additional full-time athletic personnel (coaches and support staff), enhancing training equipment and improving the athletic facilities on campus such that they meet all NCAA requirements and standards. We have few physical facility needs, but our football stadium needs the most work. Ideally, coaches offices would be retained and improved, a synthetic turf field would be installed and a new press/president/athletic box area would be renovated, along with stadium seating. The most pressing need is securing more funding for the Athletic Department budget in order to purchase new uniforms and equipment (given the cancellation of the Russell and Nike contracts) and meet basic operational expenses necessary for the NCAA minimum number of contests per sport. Most recently, July 1, 2010, Morehouse completed our Institutional Self-Study Guide (ISSG), in which we evaluated ourselves honestly and fairly and we will put together and act upon a plan that will chart us on a successful course as Division II members.
(6) HOUSING AND RESIDENTIAL LIFE

Housing and Residential Life is a key ingredient in the Division's strategy of effectively and concertedly addressing the hierarchical needs of the College's students. The goal is to provide a residential environment in which facilities, programs and services meet and are responsive to students' needs and interests, complement their total development and, at the same time, are effectively administered and efficiently operated. Over the five years covered in this Plan, we will focus on three areas critical to improving residence life: (1) residential facilities, including improvements to existing facilities and the refurbishing of our halls, (2) residence life programming, and (3) administration and operations within the Housing and Residential Life department. An early imperative will be the development of a comprehensive student housing plan to include housing demand projections, identification of related issues and problems, and recommendations for solutions and infrastructure needs and improvements.

The biggest asset now in Housing and Residential Life is the experienced administration and efficient operations. Three years ago, we have hired a Director who has a residence life background and who has worked at different types of institutions. In addition, the main office has now been relocated to a much larger and more conducive space for office operations in Mays Hall. Our goal is to move from dormitories to residential communities by the end of this strategic plan.

Programmatically, the residence hall learning communities have all been established and are starting to be recognized and appreciated. The OHRL administration and residence hall directors have really put the time and energy behind the development of the learning communities and each has identified its own theme and accompanying goals, graphics and programs. The thematic halls are quite different, but prospective students are excited about the different offerings and their ability to choose.

The ultimate goal is to get students to view the spaces/buildings they reside in as residential communities where students take full responsibility for the spirit and collegiality within their hall. This will take some time, but we must continue to work with students in order to get them to treat their halls as second homes and their hall mates as neighbors working together to form a cohesive community/neighborhood. This work is being made easier thanks to the recent formation of the Residence Hall Association (RHA), which has been extremely active in its initial year of leadership. We have strong student leadership and staff advisors in the RHA and significant process was made last year.
The master plan calls for new housing construction and a major initiative in the forthcoming Fundraising Campaign is a student center and residential housing. In the interim, we will continue to work with the Physical Plant and our housekeeping partners to maximize what we currently have. We will need to development, in concert with Campus Operations, a refurbishment plan that calls for replacement of hall furnishings. We also need to spend some money on aesthetic enhancement as many of the halls do not have lounges or lounge furniture for residents to have a common space for meetings and activities. In the interim additionally, painting, pictures, plants and other enhancements need to be made to make the halls have more of a home feeling and ambiance.

(7) CAMPUS CULTURE AND DECORUM
In order to provide students, staff, and college constituents with a wholesome and orderly environment in which to study, work, and recreate, attention must be given to cultural and environmental factors that affect and impact upon the campus community. While Student Services staff and Campus Police are in the forefront of creating a wholesome campus, all College students and personnel have the responsibility to work diligently toward the establishment of a campus culture that is physically pleasing and that reflects collegiality and respect.

The College is in the midst of creating a safer campus with the addition of police officers and security cameras, and is also seeking to enhance its lighting on campus and on frequently traveled streets around campus. With the impending opening of the Morehouse Performing Arts Center, the College boundaries will expand and student traffic patterns will further stretch our current resources, as it did with the construction of Phase II of the parking deck and associated retail and office venues housed therein. The College has a Master Plan and is in the process of purchasing necessary land to expand its footprint and provide additional green and recreational space for students. At the same time, the College is in the quiet phase of an impending fundraising campaign, in which a new student center, new student residence halls and a baseball field is proposed. These major projects have been supplemented by a number of other smaller projects to enhance campus life, e.g. air conditioning of older buildings, new roofs on several buildings and so on. The campus is changing and emerging ever more attractive with each passing year and it will undergo additional transformation over the course of this current strategic plan.

Safety and security provisions are among the hierarchal needs designated as strategically critical in this five-year plan. The ultimate goal is to provide a safe and secure environment in which all members of
the College community may confidently engage in their respective activities and which complements the College’s mission, activities and plans. Recent incidents within the campus community, along with the physical expansion of the College’s buildings and grounds result in the compelling need to increase the visibility and presence of public safety personnel and adult personnel in the evenings. Moreover, the campus community’s concerns about professionalism and competency among the public safety personnel must be allayed. In addition to security issues, other safety concerns must be addressed including: comprehensive safety policies and procedures, fire safety education and training, emergency responsiveness, hazardous products procedures, safety training for all campus constituencies, monitoring of safety conditions and systems on College properties, as well as traffic and parking enforcement. Development of a comprehensive safety plan is in draft form and the activation of a campus Emergency Management Team has been in place for 5 years now. The Campus Police Department must be supplied with adequate resources that will enable it to respond to these safety and security imperatives, like the recently installed new cameras to monitor the campus grounds and buildings. In addition, we have augmented our Emergency Response Plan and System by adding a campus text and email alert system and installing card swipe systems in our residence halls. Campus Operations has continued to work on campus lighting and adding security cameras when funding permits.

To complement the physical environment changes, we have to also continue to enhance the pride and sense of connection and belonging that students, faculty and staff have for Morehouse. With outreach by the president and new senior staff, significant progress has been made in establishing positive relations between students and the administration, but we have to work on the administration and faculty relationship. Student-administration progress will continue to be accomplished through open communication channels, accessibility of College administrators to students, participation by students in College governance and on major ad hoc committees, and the College’s responsiveness to student issues. This momentum must be sustained through mechanisms such as a Trustee Forum, President’s Student Development Luncheons, Student Forums, SGA meetings and Student Round Table discussions. Other mechanisms, like the President’s Cabinet meetings, College assemblies/convocations and faculty meetings must be enhanced to improve faculty and staff communication as well. The measurement and assessment of campus culture tends to be subjective and at times difficult to properly analyze, but most people know it when they see it or a part of it. Pride, affiliation and a sense of connection and belonging are crucial aspects of increasing retention and graduation rates of students. Students who feel pride in their institutions and have a connection with other students, faculty, staff,
administration and organizations tend to persist longer and graduate. As we continue to develop “Renaissance Men,” significantly improving the campus culture is a major component of moving from a good to a premier college, the ultimate goal of this administration.

The Student Judicial System and **Code of Student Conduct** were slightly revised in Fall 2009 and Summer 2010, with the addition of the “Appropriate Attire Policy.” Although the policy has been implemented, we still need faculty and staff enforcement and “outlier” student buy-in. The College Judiciary Committee (CJC) and College Appellate Committee (CAC) continue to do a great job of hearing and handling cases and ensuring that we are abiding by our Code and judicial processes. However, annually we seek to improve the system by (1) refining the system’s implementation mechanisms; (2) improving the training of the members of the College Judiciary Committee (CJC); and (3) familiarizing students and the broader College community with the system and the **Code**. The initiative needing the most attention currently is plagiarism and academic integrity.

**DIVERSITY AND GLOBALIZATION**

During the 2009-10 academic year, the president revived the Respect and Diversity committee (formerly the Tolerance and Diversity committee) with the Vice President for Student Services (VPSS) as chair and Chief of Staff as co-chair. The selection of these two persons to lead the committee emphasizes the president’s commitment to bring senior leadership to this initiative. The committee held meetings this spring and also hosted the Soul Force Equality Riders and Spelman College Women’s Research and Resource Center. Although predominantly black and all male, Morehouse has a great deal of diversity economically, geographically, intellectually and in all other areas. The role of Student Services staff is to work with other areas of the College and student organizations in order to provide programming that will be reflective of this diversity and promote respect and understanding within the College family. Toward this end, the College has also written a grant proposal to the Ford Foundation to help augment current efforts.

The desire for our students to have global competency is evident everywhere, from the president’s vision of “Renaissance Men with a social conscience and global perspective” to the “Five Wells” (specifically Well-Traveled) to our globalization themes in the College Strategic Plan to our Quality Enhancement Plan (QEP) submitted to SACS to the work being done by International Programs and Services/Study Abroad and the Andrew Young International Center. Almost everywhere you look on the campus, globalization/internationalization is being stressed, developed, implemented and practiced. Morehouse truly endeavors to be a World House.
For student services staff we have to work on both the programming and academic/co-curricular fronts. Programmatically, we have to make sure that we saturate the campus with opportunities for students to dialogue and learn about differences. Because our students live, study, work and recreate in close proximity to each other, we have to equip them with the necessary skills and abilities to handle differences and to not only tolerate them, but to learn respect for them. For many of our students, Morehouse is the first truly diverse environment they have been in, and as such their upbringing, morals and beliefs are sometimes challenged by the persons and things they encounter and interact. Because some issues are extremely controversial and sensitive, we have to develop a strategy whereby we educate and expose students to differences without their feeling compelled to change their views. The College has already begun to deal with differences via programming by different areas and offices, but we now need a better coordinated, strategic effort.

Our academic/co-curricular efforts have to be enhanced and more resources provided for internationalization efforts by International Student Services/Study Abroad, Student Life and Housing and Residential Life, as well as Career Planning and Placement and even Student Health Services, and to a lesser degree Counseling Services. Within student services, each of these areas needs additional resources and to partner with internal and external entities in order to provide the necessary resources for our students to truly be globally competent.

[9] LEADERSHIP DEVELOPMENT AND SERVICE
This area is a hallmark of Morehouse and almost every office or department at the College works with students to realize their potential and develop their knowledge, skills and abilities in this area. While community service is not a requirement for graduation at this time, men of Morehouse work to enhance our community and the world daily via a number of offices and organizations. Via the Leadership Center, Leadership Studies has become an academic minor and the Bonner Office of Community Service works with students daily to provide access to community service sites off-campus. To complement these efforts, the Office of Student Life works with the SGA, president’s council, senate, Pan-Hellenic fraternities, Miss Maroon and White and Court and numerous students and student organizations to build, practice and hone leadership skills and require community service of chartered organizations.

While we provide numerous leadership and service opportunities, we have not required that our student leaders undergo formal, structured leadership training to hold official SGA or student organization offices. However, we do provide many elements of leadership and service training
in already established programs for the residence assistants and new student orientation leaders. Under the “NO! Excuses” campaign last year, we partnered with Student Life and the Bonner Office for Community Service and expect to continue these collaborations in subsequent years. The collaboration was so good this past year that during the MLK, Jr. Holiday community service event on campus, we had more volunteers than the service sites could handle.

We now have to formally partner with the Leadership Center to structure a program that all student leaders can participate in order to gain greater knowledge and more effectively and efficiently lead their organizations. The offices of Career Planning and Placement at the College do well in attracting employers and graduate schools because men of Morehouse are known to possess these two important characteristics that employers and graduate schools covet. Men of Morehouse are known throughout the world as great leaders and citizens, locally, regionally, nationally and internationally. Our goal is to continue to enhance our current offerings.

**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.

APPENDIX A

The Division’s offices and units are:

**Counseling Resource Center (CRC).** The CRC enhances the Morehouse mission by fostering the growth and development of each student through collaborations with students, student organizations, faculty, and administration. The Center provides psychosocial educational workshops, seminars, and training for students, faculty and staff. Services such as study skills training, time management, stress management, and peer education programs like smoking cessation, anti-drinking and driving, and suicide prevention link curricular and co-curricular activities to learning. Joint efforts are made between the Center and the Freshman Class Dean, the Freshman Class Pilot Program, the Honors Program, Residential Services, and the Retention Committee. External evaluations provide feedback on overall Center effectiveness.

**Disability Services (DS).** DS provides assessments and accommodations for students with documented physical, emotional, or academic disabilities. DS also provides success workshops, coaching and promotes self-advocacy for students. In addition, identification of learning styles and teaching compensatory strategies for students with disabilities enhance the teacher learning enterprise for students with disabilities.

**Office of Student Conduct (OSC).** The OSC promotes and preserves an orderly campus environment to exercise proper control over disciplinary matters, and to implement established conduct procedures in matters affecting all students accused of violating College policies, rules and regulations. The OSC initiates the student grievance process. The Grievance Procedure Policy is posted in the student handbook on the Morehouse
website. Students are apprised of the grievance process during New Student Orientation and regular residential life meetings. Students are also informed of the grievance process through the General Education’s Advising Syllabus and the Academic Advisement Handbook for Advisors.

**Office of International Student Services (OISS).** The OISS is dedicated to furthering the internationalization of Morehouse College. The central focus is international students, and the enhancement of diversity, international articulation, and understanding among various cultures. More specifically, the OISS serves the special needs of international students, assisting with immigration-related regulations and procedures and disseminating information on the maintenance of status. The OISS is also responsible for the College’s reporting in SEVIS, and serves as the campus resource for issues related to international students.

**Office of Housing and Residential Life (OHRL).** The OHRL is committed to developing a safe and inclusive residential community that assists in fostering the development of each student. Programming, services and policies are intentionally designed to facilitate intellectual and personal growth, cultural awareness and appreciation, social responsibility, ethical leadership and academic excellence. Goals of Housing and Residence Life include strengthening training and development of all staff.

**Office of Student Life (OSL) (formerly Office of Student Development)** provides a theoretical framework and experiential opportunities structured toward the personal growth of each student beyond the classroom. This is demonstrated by the Student Success Plan, which is a comprehensive four-year strategy to enhance the development of students by way of co-curricular educational programming, peer mentoring and community service. Goals would include providing small group interactive experiences and support of the Bonner Office of Community Service and the Leadership Center at Morehouse College.

**Student Health Services Center (SHS).** The SHS provides medical assistance, assessments and referrals for Morehouse students. These services include treatment for general health care. Student Health Services promotes student awareness of HIV Aids, Diabetes, STD’s, and other health issues via educational literature, and individual counseling with a healthcare professional.

**Office of Career Planning and Placement for Non Business Majors (OCPP).** The OCPP offers a variety of services to assist students and alumni in exploring their career interests, designing effective career strategies identifying the resources, people and organizations that will
assist in their selection of a major and ultimately their transition into the workforce.

The OCPP enhances learning by providing experiential and educational opportunities focused on career and professional development. These services are available to all students. Emphasis is placed heavily on the freshman class through the Pilot Program, the Freshman Class Dean, and New Student Orientation.

**Office of Recreation, Intramurals and Fitness (RIF).** The RIF is a student-centered comprehensive department that strives to provide learning, recreation and social opportunities for students, faculty and staff. RIF promotes a well-balanced healthy lifestyle through recreation sports, educational seminars, and fitness activities for the Morehouse community.

**Department of Athletics (DA).** Athletics are an essential part of the overall educational experience at Morehouse College. The College provides a comprehensive and diverse athletics program, offering opportunities to all interested students. The Athletics Department is committed to providing a vigorous intercollegiate sports program that encourages physical fitness, achievement and fellowship. The Morehouse athletics philosophy is identical to the College’s mission of continuing the long tradition of producing outstanding leaders. Exceptional coaching and training facilities provide a setting in which student-athletes can fully develop as players and individuals. The special integrated programs and activities that the DSS provides