End of Year Report

- Submittal Date: July 13, 2009
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OVERVIEW

The following document reports on the major accomplishments of the departments within Student Services and evaluates progress made in the Vice President for Student Services office towards the division’s objectives. As well, initiatives for the VPSS office are outlined for the 09-10 academic year.

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I. GOALS for STUDENT SERVICES at NIC

The Division of Student Services at NIC is guided primarily by the NIC Strategic Plan as it relates to Theme 2: Student Success and Theme 6: Diversity & Human Rights. The goals and objectives within each Theme provide the foundation for the strategies and action plans developed by individual departments within Student Services.

In addition to the Strategic Plan, departments are consistently challenged to focus on improving student ACCESS, improving RECRUITMENT STRATEGIES, increasing STUDENT ENGAGEMENT, and implementing BEST PRACTICES. These four areas represent the division’s Areas of Concentration. Within this document, goals and action plans that support the Strategic Plan are designated with an SP. Those that are specifically tied to an Area of Concentration are designated with an AC.

Finally, each department has 2-3 Learning Outcomes with accompanying Teaching Strategies. The departments are responsible for identifying the Outcomes and how they will teach students. Beginning in 09-10, each department will also be responsible for assessing this learning and using the results of the assessments to improve their teaching strategies. The Learning Outcomes and Teaching Strategies are not included in this document, but are available in a separate document upon request.
II. DEPARTMENTAL ACCOMPLISHMENTS

It’s helpful to divide student services into 3 categories: Enrollment Services, Student Services, and Auxiliary Services. The organizational chart in Appendix A is helpful as a one page summary of this organization. It represents the current organization of the managerial staff. The organizational chart in Appendix B represents the new model that Student Services will have in place for the 09-10 academic year.

A. Enrollment Services

1. Admissions (Maxine Gish, Director)
   A new recruiter was hired this year, Heather Johnson. She comes with a great amount of experience in recruiting and financial aid and has been responsible for non-traditional student markets. Admissions ran smoothly this year and processed more applications than ever before. Additional accomplishments include:
   - Working with the Math Department to train faculty on specific recruiting strategies and the use of Report Builder. AC
   - Identifying multiple non-traditional markets, such as the GED population, Hispanic students, & Adult learners, and implementing recruitment strategies to connect with these potential students. AC
   - Implementing the student email system. SP
   - Developing a review group to scrutinize the annual recruitment plan. This accomplishes two goals: getting faculty more involved and reviewing the plan for its emphasis on diversity. SP

   For 09-10, the department expects to be instrumental in:
   - Leading a General Studies Recruitment Group. This was successfully done in Fall 08 with the PT Division Chairs. The group focused on recruiting methodology and recruitment needs for PT Programs. Next year, we expect to do this with the General Studies Division Chairs. SP
   - Continue to develop non-traditional student markets and implement the action items from the PT Recruitment Group. SP
   - Develop a system to track non-traditional student enrollment. SP
   - Develop a comprehensive communication plan for prospective students using multiple methodologies, including translating materials into Spanish. SP
   - Develop technology-based services, including the on-line application, portal, and web-based recruitment tools. SP

2. Advising, Counseling & Testing (Gary Coffman, Director)
   Advising made progress in several areas this year, including:
   - Advising relationships with North Idaho’s consortium institutions has been enhanced through regular communication and improved cooperation. A “Transfer Center” web site has been created and is under continued development. It will acquaint students with transfer issues and easily connect them to transfer resources at regional institutions. SP
   - E-Advising. Lead Faculty Advisors piloted the system this year in preparation for full implementation next year. This will be the main
tool used to help students identify educational goals. E-Advising will be available to all advisors during the Fall ’09 semester. Training will be provided in September/October, so eAdvising can be used for Spring ’10 enrollment. **SP**

- **Lead Faculty Advisors.** LFA’s have helped to increase advising services by offering additional hours, piloting e-Advising, and working on the catalog changes expected to occur next year. LFA’s and Advising Services put a lot of effort into revising transfer guidelines for the catalog. Educating faculty about the needed changes has slowed progress as well as the need to process all changes through Curriculum Council. Transfer guide revisions should be ready for the ’10-’11 catalog. **SP**

- **Developing an Advising Syllabus with Learning Outcomes.** This draft is an important component to the Learning Outcomes that advising strives to teach. Drafts of an advising curriculum have been created, but now need to be revised due to the new focus on a career advising model. This will be developed as soon as the physical merging of Advising and Career Services has been completed. **AC**

For 09-10, Advising Services expects to:

- Create an online catalog with a redefined format. This is a huge project involving many departments, the Division of Instruction, and curriculum council. **AC**

- Create connectivity between the Portal and e-Advising while also teaching the entire campus how to use e-Advising. **AC**

- Integrate the Career Services and Advising Services Departments so as to better assist students with educational planning. **SP**

- Develop better transfer guidelines and an enhanced web page to support this process. **SP**

- Improve the collaboration with HS Counselors by running a pilot system with CDA High School. **SP**

3. **Financial Aid (Victor Cazun, Director)**

Overall, Financial Aid is being distributed appropriately, staff are being trained well, fewer student complaints are occurring, and the awarding process is happening with fewer errors. Other accomplishments to report:

- The Financial Aid award process and transfer of funds has been automated for 09-10. A major accomplishment.

- Pell has been reconciled for the first time in over 2 years.

- Staff are processing awards in a more timely fashion.

- Two new staff members were hired and trained this year.

- A plan to begin helping students with financial planning begins next year. **SP**

- A staff member has been trained to provide educational workshops to other staff, students (through Orientation), and faculty. **SP**

For 09-10, the department expects to:

- Offer clear Federal and State aid information via the web and videos.

- Provide one-on-one counseling to Federal and State applicants and their families. **SP**
• Work with and provide support to the outreach centers and NIC departments.  **SP**
• Have timely processes for awarding, appeals and requests.  **SP**
• Have all employees cross trained.
• Establish a bookstore & financial aid office link.  **SP**

4. **Registrar (Tami Haft, Registrar)**
The Registrar’s Office continues to function well. Accomplishments from the year include:
• A Forms link was added to the web. This provides faculty, staff, and students with access to most services from a distance. **SP**
• The NICOnline grading and advising tutorial was added to the faculty web link. This tutorial provides step-by-step instructions and includes Datatel screen shots so faculty can easily navigate NICOnline. **SP**
• The common progress report system was developed and will be implemented Fall of 2010. **SP**

For 09-10, the Office expects to be instrumental in:
• Developing the portal. **SP**
• Transitioning the institution to a non-term based system of recording credit hours if it is determined this is the best approach for NIC.
• Develop an Assistant Registrar job description.
• Develop a system to track non-traditional enrollment. **SP**
• Developing section wait-listing and transcript tracking. **SP**

5. **TRIO / Student Support Services (Sally Hinders, Director)**
The TRiO-SSS collaborated together to provide first-generation, low-income, disabled students with a variety of services to enhance their opportunities for success in higher education. With a relatively new administrative assistant and a (new to TRiO but very experienced at NIC) advisor, the team began the process of streamlining their policies, procedures, and services. Some highlights include:
• Visibly accessible administrative assistant to greet.
• Maintaining required advising appointments (5-10 appts/sem/160).
• Hiring, training, and evaluating 25 peer tutors; administration of participant tutoring program.
• Successful completion of annual performance report for the DOE.
• Draft of grant application (submission delayed based on HEOA).
• Active participation on campus in OARS and various committees including Enrollment Management, 9 Point Agreement, and Human Rights and Diversity.

TRiO will enhance contributions further in 09-10 in the following ways:
• Submission of grant application upon call for proposals
• Development of annualizing data collection (vs. collecting only during grant re-write years).
• Move annual performance reporting from Excel to StudentAccess (TRiO based program).
• Provide continued input and support on diversity issues including Latino Grant opportunities, advising Native American students in the SUB, and maintaining a strong relationship with the CEA.

6. **Center for Educational Access (Sharon Daniels, Director)**

CEA ran smoothly this year. Over the last 12 months, the entire staff of the department has changed except for the Director. This was a great opportunity to reorganize the department and have the staff be supportive of change. Some major accomplishments can also be reported for this year:

• C-Print was developed to be implemented in Fall 2009. The program alleviates the need for interpreters/note takers by replacing them with C-Print (real time captioning and a transcript of the class). C-Print operators need less training and cost less per hour than Interpreters and note takers when combined ($12.50/hr C-print vs $28-$65/hour interpreters/note takers). Some students may still require Interpreters depending upon their reading level while they are in developmental classes. **SP**

• Speakerbox was implemented. This program is a lecture capture system that allows students to listen to lectures after class thus providing full access to the information to students that may not have been able to get it during class due to a disability (unable to keep up with their notes or pay attention during the class). The lecture is recorded by instructors who wear a microphone. The cost of a note-taker was previously $400 per class/semester. Speakerbox costs $15 per class/semester. This approach is more effective than notes, and promotes good study habits, independence and student success. A voluntary note taking program is still in place. **SP**

For 09-10, the department expects to:

• Implement C-Print fully. CEA now has a part time employee and a full time employee who have become certified in C-Print. They will provide access via real-time captioning / modified transcripts (taking the place of an Interpreter/note taker) in the classroom to students who are deaf or Hard Of Hearing.

• Continue to evaluate and develop the use of Speakerbox and its effectiveness and work with Computer Services, Instructional technologies, and other departments to move towards universal design so that all students may have access to lecture capture.

• Complete the bi-annual Self-Evaluation and Transition Plan as required by the federal government.

• Continue gaining knowledge on disability law and improvements in the industry.

• Improve closed captioning for our video library and keyboarding instruction for students with disabilities

• Better disseminate scholarship information to their students.
B. Student Services

1. Children’s Center (Jolie Wenglikowski, Director)
The Children’s Center was a new addition to the Student Services family. The transition went well and Jolie appreciated having the extra support, mentoring, and consultation found within the SS environment. Accomplishments included:
   - Comparing the program to others and determining a market-based fee increase for 09-10.
   - Continuing the professional development of its teachers. A record number are involved in pursuing their next level of degree. AC
   - Reviewing the budget and making adjustments to come in on target.
   - Working with ASNIC to raise awareness of alternative day-care options. SP
   - Developing a “Lead Teacher” system that can hopefully be implemented in 09-10 to lighten the administrative load of the Director. AC
   - The implementation of Health and Safety training for staff. AC

For 09-10, the Center expects to:
   - Automate their billing process. SP
   - Explore being open on all Advising and Curriculum Days. SP
   - Explore being open during summer months. SP

2. Health & Counseling Services (Linda Michal, Director)
Health & Counseling Services operated well this year. The major task this Spring was to prepare for the potential change to a Dean of Students model. As would be expected, this caused some anxiety. Despite the change, the department ran smoothly. Accomplishments include:
   - Investigating e-Chug, a grant-funded alcohol education tool, that was evaluated this year for potential use next year in the residence hall. It will be adopted and implemented in fall. AC
   - Successfully managing multiple student crises, ranging from a handful of rape cases, to life-threatening eating disorders, to threatening behavior, including both threats to self and others.

For 09-10, the newly designed Dean of Students department expects to:
   - Develop diversity training for campus employees and students. SP
   - Diversify student activity offerings. SP
   - Provide more support to non-native, multi-cultural students. SP
   - Develop a multi-cultural community guide. SP
   - Integrate judicial affairs and orientation into the office. AC
   - Assess 4- vs. 5-day health and counseling services. AC

3. Native Student Programs (Evanlene Melting Tallow, Advisor)
Evanlene’s enthusiasm is sometimes hard to contain. Beyond the primary purpose of her position (i.e., advising), she took on over a dozen other
projects representing NIC in the community and providing opportunities for students. Some of these accomplishments include:

- Leading the Mentors And Play-writers Project (MAPP). \textcolor{red}{AC}
- Representing NIC in the WSU pact that was signed by 5 surrounding institutions of higher education.  
- Advising the American Indian Student Alliance and implementing the American Indian Heritage Week. \textcolor{red}{AC}
- Being the High School Liaison to Lakeside High School. \textcolor{red}{AC}

For 09-10, the department expects to:

- Begin reporting to the Dean of Students as part of the Multi-Cultural Affairs responsibility of this new department. \textcolor{red}{AC}
- Re-focus on mostly advising. With all of the needs of the campus, Evanlene gets pulled in multiple directions. \textcolor{red}{AC}
- Help advise the Dean of Students Office on how to successfully develop support programs for our Hispanic students. \textcolor{red}{AC}

4. **Student Activities (Dean Bennett, Director)**

Student Activities has always been a leader in the use of technology. They have been instrumental in helping develop better on-line systems for Student Services while still promoting their mission of involving students in campus life. Accomplishments include:

- Developing the NIC On-Line Orientation Program. This program was recently presented at the National Association of Orientation Leaders conference and received great feedback. \textcolor{blue}{SP}
- Working with the Children’s Center to develop off-campus day care resources available to students. \textcolor{blue}{SP}
- Developing protocols for the use of the Student Email system. \textcolor{blue}{SP}
- Developing an on-line voting system. \textcolor{blue}{SP}
- Installing the Challenge Course and running programs for campus and the community around the course. \textcolor{red}{AC}
- Developing a volunteerism program. \textcolor{red}{AC}

For 09-10, the department expects to:

- Develop the social networking backbone portion of Student Activities as associated with the new Portal. \textcolor{blue}{SP}
- Establish procedures, protocols, and instructions for migrating all of Student Services to the Portal. \textcolor{blue}{SP}
- Diversify involvement offerings focusing on traditionally under-represented student populations. \textcolor{blue}{SP}
- Develop a program that provides students with opportunities to incorporate acts of service into their lives. \textcolor{red}{AC}

C. **Auxiliary Services**

1. **Conference & Events (Jim Headley, Director)**

Jim’s efforts this year revolved around preparing the department for his eventual retirement. The system built by Jim to coordinate these activities ran effectively this year. Accomplishments include:

- Developing career directions for his administrative assistant by helping her to develop her skills in conference and event management. \textcolor{red}{AC}
• Marketing the new policies and rates associated with conference services. AC
• Leading the new Waiver Committee, which was effective in the review and communication of over 20 waiver requests this year.

For 09-10, the department expects to:
• Prepare for a transition and new service model under Lanny’s leadership.

2. **Schuler PAC & Event Technical Services (Justin Van Eaton, Director)**
Justin was promoted to be a direct report this year and given the responsibility of running the campus’s Event Technical Services. This change has been effective in allowing him to organize campus events with the proper authority. In addition to the change in reporting structure, Justin’s management of the budget led to the second profitable year in a row. Justin also hired one new staff member replacement this year.

Accomplishments for 08-09 include:
• Establishing the Events Tech Services Department.
• Maintaining a significant profit margin.

For 09-10, the department expects to:
• Develop a 5-year master plan for equipment repair & replacement in the Schuler PAC.
• Continue improving the ETS function on campus.

3. **General Auxiliary Services including the Bookstore, Food Services, Residence Life, & the Student Union (Lanny Stein, Director)**
Auxiliary Services ran well this year, and accomplished multiple goals in multiple areas. These accomplishments included:

a. The Residence Hall began using Alcohol Test strips to verify intoxication and drinking behavior this year. The program worked well, students were well informed and compliant. The number of alcohol incidents this year decreased in comparison to the previous year. We assume that this is due to the new intervention method. AC

b. The ability to buy all textbooks on-line is already available. The Bookstore researched different websites so that they could similarly market all non-textbook items and have a more viable web presence. SP

For 09-10, the department expects to:
• Implement a new design for the online Bookstore site, including links to Financial Aid. SP
• Develop initial plans for a Residence Hall expansion.
• Develop a 5-year Business Plan for Auxiliary Services that includes Marketing Plans for the four auxiliary areas under Lanny’s supervision. AC
• Develop a plan for the hiring of a Student Union Manager. This will free up time for Lanny to assume leadership of the Conference & Events portion of campus. AC
III. EVALUATION of VPSS INITIATIVES for 08-09

A. The following initiatives were designed to help with INSTITUTIONAL effectiveness during my second year at NIC.

1. 9-Points Agreement
See Appendix C for the 9-Points Summary Document. While progress was made on the 9 Points Agreement action items this year, the excitement and thrust behind the initiatives faltered. I think this is partially due to the fact that I could not act as the motivator for a lot of the staff involved in the project. My attention to student conduct and crises pulled me away from this role, and from facilitating all of the plans that staff wanted to accomplish. A renewed effort will be made in this area once the Dean of Students Office is in place. SP

2. NICHE
The reorganization of NICHE, the development of the Memo of Agreement and the subsequent MOU’s, and the renewed efforts toward communication and collaboration were more successful this year than I expected. Beyond the formal agreements that added the Director of Joint Communication and the Testing Center Coordinator positions, a marketing sub-group was formed, a student services sub-group was formed, and IdahoGoes! was launched. A recent review by CAPP of the current structure and progress was well received.

3. Student Satisfaction Survey
The survey was initiated for the third year in a row and brought back results that were good, but showed a drop in satisfaction. Directors, the Enrollment Management Committee, and President’s Cabinet reviewed the results and provided feedback. This feedback is being used to strengthen programs. A working group is also developing means for providing students better feedback regarding the results. These methods will be implemented for 09-10. SP

4. Town Halls & VPSS Web
The Town Hall program implemented this year, in addition to the weekly-updated VPSS website, increased communication and morale for the division. At first, the development of these tools was time consuming. While they still need attention each week, it has become more routine and a helpful tool. Town Hall topics included: Crisis Response, Customer Service, A Cookie Exchange, Sexual Harassment, Budget Cuts, a Visit with the President, and a visit with Division Chairs.

5. Scholarships
I think it important to mention that the VPSS Office (and that means 99% Lynn Covey) has been responsible for NIC’s on-going scholarship allocation process. This has become almost a full-time position. Not only do the Foundation Scholarships need constant attention, but the Scholarship Entitlements (e.g., ACG, Promise B) all need specific attention. This mandate to disburse state money requires an extreme amount of detailed work. Lynn does this well, but it means that we will have to be working on improving systems to make this more efficient. The Dean of Students Office and the VPSS Office will work on these issues next year.

6. Diversity Strategic Plan Theme
No one office, other than the VPSS Office, is solely responsible for the implementation and oversight of the Diversity & Human Rights theme in the
Strategic Plan. As part of the process to put action plans in motion, VPs were asked to sit with the Diversity Steering Committee to prioritize projects for the coming years. This process was completed. With specific regard to Student Services, several tasks were accomplished:

- A chart for tracking different diverse populations was created.
- A Recruitment Plan Review Group was established.
- We developed systems to increase our ability to assist students with Financial Planning.
- We made sure to have one of our foci for our year-long review of recruiting efforts with the PT Faculty directed towards diverse students.
- We developed out-of-country extra-curricular activities for students.
- We began compiling resources for study abroad programs.

As with other Diversity-related action items, more time will be devoted to this with the creation of the Dean of Students Office.

7. Enrollment Management Committee

See Appendix D for the EMC Summary Document. The Committee met this year and accomplished several major tasks. After an evaluation of the work accomplished and items pending for next year, the group decided to continue to meet next year, but on a once per month basis.

B. The following initiatives were designed to help with Recruitment.

1. GEAR UP: Xplor NIC & HS Liaisons

The XPLOR program was canceled this year due to budget considerations by both NIC and the school district. We anticipate bringing this program back next year.

The HS Liaisons Project continued successfully this year. I continued to be the liaison to Priest River High School with a visit each month. This was one of our Gear Up school commitments. As you’ll see when next year’s goals are outlined, we may replace this program with other services.

2. PT Recruitment Advisory Group

This group met every week during Fall Semester as the result of one of our goals in the Strategic Plan. I led the group of 20 participants, and topics varied from how Admissions recruits, to marketing, to program review. The meetings resulted in 13 action items to be completed. Faculty, Admissions, and College Relations all had specific assignments. Most of these assignments are being completed.

C. Other Areas of Interest

1. Crisis Management & Student Conduct

No need to mention that this consumed 1/3 to ½ of my time this year. On the bright side, this demonstrates that our systems have been well-adopted by the campus. Suspensions, restraining orders, suicide threats, violent behavior (on one end of the spectrum) coupled with cell phone abuse, plagiarism, theft, and disruptive behavior (at the other end), precipitated my design of the Dean of Students Office. While I enjoy doing this type of work, it takes me away from the management and enrollment issues that need my attention.

2. Budget & Reorganization

As you know, these changes have required a lot of planning and communication. I would consider this to be the task that consumed most of my remaining time Spring semester outside of conduct.
3. **TESH**
Becoming involved with TESH has been great personally and professionally. I have numerous new contacts, I have an expectation to be out in the community, and I have been able to align some of TESH’s goals with NIC’s goals (e.g., the field experience class I intent to teach next spring). My term runs for an additional 2 years.

4. **CDA Symphony Orchestra**
Spring was spent negotiating the CSO contract. This was completed with a minimal amount of tension.
IV. VPSS GOALS for 09-10

I have identified 9 areas of emphasis that I would like to focus on next year.

A. Gear Up
   We have made a stronger commitment to help the Gear Up-designated schools next year. We will create a tour schedule for their campus visitation, offer 3 workshops at their schools, and provide a 1-credit professional development series for their teachers. This will all require extra coordination. Additionally, we will sponsor the XPLOR program again next year. These services will replace the High School liaison program that we have conducted for the last two years.

B. Strategic Plan Initiatives
   Each department has action items related to the Strategic Plan or Areas of Concentration. **This amounts to 58 new initiatives.** I expect to be able to spend more time facilitating the accomplishment of those goals. I would also like to spend more time involved in understanding the daily operations and needs of each Student Service department.

C. Dean of Students Office (Facilitation of Multi-Cultural Efforts etc; secure Diversity training)
   The success of the DOS Office will be largely dependent on my work to empower them to handle student crises and conduct, as well as the administration of Orientation, Multi-Cultural Efforts, and Scholarship work.

D. Assist with Accreditation
   Jay Lee has appointed me to the steering committee to help prepare us for accreditation. I expect that this work will span from student services to instructional issues.

E. Assist with Portal Implementation
   As part of the Portal Transition Leadership Team, I hope to be able to assist the SS departments in the transition, and help design tools through the portal to help with recruitment and retention.

F. Review the ADA Self-Evaluation & Transition Plan
   The document needs its annual review and update. I’ll work with Sharon Daniels to assure that this happens.

G. Form & Lead General Studies Recruitment Advisory Group
   As a follow-up to the PT Recruitment Advisory Group, I will lead the General Studies version for one-semester. This requires first getting the Division Chairs to buy into the purpose, and then organizing the meetings. This helps facilitate several Strategic Plan Goals.

H. Teach Field Experience Class
   Pending Curriculum Council approval, I will teach Psychology 204, Field Experience with People with Disabilities, next spring. This class ties in an NIC sponsored Field Experience with the work that TESH is doing in the community. My role will be to teach the weekly seminar, and facilitate the students’ work at TESH.

I. Facilitate each department’s Learning Outcomes & Assessment
   Learning Outcomes & Assessment has always been on my VPSS agenda, but usually makes its way to the bottom of the list. Given the new accreditation requirements, I expect to complete the implementation of these this year. Currently, Learning Outcomes and Teaching Methods have been established for each department. Assessment methods have been identified, but need to be implemented.