Message from the Associate Vice President for Student Affairs

I am pleased to present the 2011-2012 Student Affairs annual report. I think it is a strong and accurate reflection of our work, which is done in complement to the learning that takes place elsewhere on campus. Our mission is to serve, support, and challenge our students as individuals and in the context of being responsible global citizens.

The first section of the report is a brief introduction of the departmental missions and the kinds of day-to-day responsibilities that keep us engaged. The second section, “by-the-numbers,” is a quantitative snapshot of Student Affairs over the past year.

The last two sections offer a look at our departmental and strategic goals from the past and upcoming years. You may note the addition of items that weren’t originally listed as departmental goals, but that arose during the year, requiring time and energy from the staff. As you review this document, please note that the division is values and goals-driven. We are more than a collection of services and events. We value the development, learning, and success of our students.

Student Affairs is entering the fifth year of its five-year strategic plan. Some of the programs identified have been developed to reach our goals related to faculty engagement, diversity, student development, and assessment. Our vision is to strive for excellence. That aspiration can be seen in the prominence of our program outside of the University. Please review our Web pages on accolades and professional involvement to view our progress.

Thank you for taking the time to learn more about the division of Student Affairs at Trinity. We are proud of our University and the role we play in creating an exceptional student experience.

David M. Tuttle
Associate Vice President for Student Affairs
Missions and Ongoing Responsibilities

Student Affairs/Associate Vice President
As educators in the spirit of the liberal arts tradition, the members of the Division of Student Affairs are committed to serving, supporting, and challenging students in their development as individual and as responsible global citizens.

As the senior Student Affairs officer, serve as a member of the University executive staff and represent Student Affairs to the Board of Trustees and the National Alumni Board.

Supervise all departments in the division of Student Affairs and within the division help set the vision and guide the Student Affairs strategic plan.

Oversee divisional budget, calendar, goals, and development.

Coordinate technology and divisional and departmental communications.

Campus & Community Involvement (CCI)
The mission of Campus & Community Involvement is to develop student leaders and facilitate programs that contribute to a vibrant campus life.

Oversee areas related to diversity, fraternity and sorority life, student governance, leadership, community service, and entertainment.

Coordinate large-scale events including the MLK, Jr. march and lecture, Women’s History Month lecture, New Student Orientation and Welcome Week, and Family Weekends.

Advise and assist all student groups.

Advise the student-run campus newspaper and yearbook.

Manage the daily operations of the Coates University Center (CUC), including campus mail operations.

Career Services
The mission of Career Services is to facilitate relationships for Trinity students and graduates that foster career advancement with prospective employers, graduate school recruiters, fellow alumni and others that will contribute to the growth and success of Trinity graduates.

Provide advising on career and academic major decision-making, and offer career planning and coaching to the Trinity community, from newly admitted students to alumni.

Collaborate with Alumni Relations in the coordination of the Alumni Career Network and assist current students and graduates to connect with alumni who may help them reach career goals.

Provide job and internship search resources such as TigerJobs.
Conduct and sponsor programs and workshops through signature programs including Making Connections, Career Fairs, “Wine, Dine and Act Fine”, “Dress to Impress” and “Professional Practice Interview Days”.

Collaborate with other Student Affairs and academic departments to develop and implement career-related programming.

Organize and promote on-campus information sessions, interview schedules, and other on-campus recruitment by private, government and non-profit sectors for Trinity students and graduates.

Conduct ongoing employer and community relations for the purpose of developing recruiting relationships to benefit students and graduates of the University.

**Chaplaincy**

The mission of the Chaplaincy is to lead those who follow Christ, support those of every faith, and serve all who call Trinity home.

Teach students, faculty, and staff about religion and the dynamics of faith that religion invites.

Provide pastoral counseling.

Lead and/or facilitate worship.

Nurture faith fellowships and engage religious life professionals in the life of the University.

**Counseling Services**

The mission of Counseling Services is to facilitate the development of Trinity University students personally, interpersonally, culturally, and academically through counseling, consultative, and educational services, and to facilitate the responsive coping of individuals and the campus community during times of turmoil through crisis intervention services.

Provide students with counseling/psychotherapy, which includes academic skill development and referrals off-campus for long-term or specialized care.

Respond in student crisis situations.

Consult with students, faculty, staff, parents, and other mental health professionals to enhance student success.

Conduct outreach programming and training for students, faculty, and staff.

**Dean of Students/Student Affairs**

The mission of the Office of the Dean of Students is to serve students as they manage academic, personal, social, and emotional issues and concerns, represent their legitimate needs to others, and represent the University’s interests to them.

Serve students and families to assist students during emergencies and times of difficulty.

Oversee the student conduct process, parent relations, co-advising student government, and co-chair the Student Success and Behavioral Assessment Team.
Disability Services for Students
The mission of Disability Services for Students (DSS) is to promote human and intellectual diversity by providing equal access and equal opportunity through fostering an inclusive environment for all students with disabilities within the Trinity community. We strive to ensure all students with disabilities have equal access to University courses, programs, services, activities, and facilities by providing or arranging accommodations, services, training, consultation, and technical assistance. Through collaboration and support of the entire Trinity community, DSS promotes self-understanding and self-advocacy within students with disabilities, disability awareness, and universally accessible design principles so that all people have complete access to the University.

Review documentation, counsel, and arrange accommodations for students.

Acquire and/or produce alternative format texts and arrange note-taking services.

Facilitate the development of study skills, time management, and organization techniques.

Health Services
The mission of Health Services is to enhance the educational process by modifying or removing health related barriers to learning, and by promoting and empowering students to develop an optimal level of wellness so they can participate fully in academic and extracurricular activities. We acknowledge the wide diversity of our patients, which includes students of color, international students, LGBT students, and students from all socio-economic backgrounds with varying religious and/or spiritual beliefs. We are dedicated to providing accessible, high-quality, culturally-sensitive medical and nursing care to all of our patients.

Develop and implement individual plans of care for student patients, offer physician-directed clinics, and perform laboratory testing.

Plan, organize, execute, and assess health education programs.

Enforce University policy regarding required medical records, immunizations, and health insurance.

Provide for employee health, for example, first aid, courtesy exams, report of injury forms and employment-related vaccinations.

Residential Life
The mission of the Residential Life office is to share and promote the value of living on campus as an integral component of the Trinity educational experience, embracing the benefits of a caring, diverse, and dynamic community.

Coordinate selection, training, supervision, evaluation, and development of Residential Life Student Staff.

Manage residential student issues and emergencies.

Plan and coordinate developmental programming specific to three areas (First-Year, Sophomore College, and Upper-Class).
Administer housing-related projects (opening/closing residence halls, building maintenance and renovation, releases from residency requirement, room reservation/placement, and occupancy management).
By the Numbers

**Campus & Community Involvement (CCI)**
96 active student organizations and five pending new student organizations are a part of CCI

120 students (primarily new fraternity members and football players) participated in the Men’s Conference

Members of 10 organizations completed 6,056 hours of community service in and around San Antonio

125 students participated in the All Greek Alumni Service Event hosted during Alumni Weekend. Participants collected over 500 items for people in need at Haven for Hope.

325+ Faculty, staff, students and other Trinity-affiliated partners attended the MLK, Jr. March

240 faculty and staff signed the ad in the *Trinitonian* to welcome and support faculty, staff, and students in the LGBT community on campus

4th year in a row Trinity was named to the President’s Higher Education Community Service Honor Roll.

60,000+ community service and service-learning hours completed by Trinity students

565+ yearbooks sold

9 *Trinitonian* newspaper awards received, including Society for Professional Journalist First Place non-daily college newspaper and eight Texas Intercollegiate Press Association awards

1,236,228 pieces of mail and packages processed by the Mail Center

**Career Services**
4,409 student contacts

11,465 total TigerJobs student logins

12,724 Web page visits

768 resumes reviewed

212 students participating in on-campus interviews

2,554 career event attendance

56 workshops and class presentations

747 employer contacts

**Chaplaincy**
768 Christmas Vespers participants
31 weddings in the Parker Chapel (17 alumni were wedded)

*Counseling Services*
326 individual clients (a 31% increase over last year; 13% of undergraduates) were seen for at least one counseling session. (Note that last year there was a 10% increase.)
  62% female, 37% male, and 1% transgender client demographic

3.7 average number of sessions per client, with 86% of clients being seen six or fewer sessions.

4.1% of clients reported having seriously considered suicide within the 30 days preceding their first session

7.3% of clients were international students, the same proportion as within the student body

8 after-hours calls to the on-call counselor were received

*Dean of Students*
99 runners participated in the fourth annual Dean of Students Half Marathon Challenge

727 food items and $1,700 collected for the San Antonio Food Bank as the charity for the Half Marathon Challenge

9,769 absolute unique visitors made 15,978 visits to the Trinity Dean of Students blog

106 countries and territories represented in visits to the *Dean’s List* blog

300 miles of walking The Dog Jurgens by campus volunteers

*Disability Services for Students*
123 students registered with DSS, up from 113 last year
  60% male, 40% female

80 requests for accommodation letters in the fall; 73 requests in the spring

Found note-takers for 71 of 91 requests in the fall (78% success rate) and for 71 of 78 requests in the spring (91% success rate)

94% retention rate (First-Year students in 2010-2011 who returned in Fall 2011)

*Health Services*
1,291 unique patients served this year; representing 49% of student population

4,543 patients visited Health Services, a 5% decrease from 2010-2011 (Average census for the past 10 years is 5,057 patients per year)
  36% men, 59% women, 5% employees
  32% First-Year, 22% Sophomore, 22% Junior, 22% Senior, 2% Graduate

1,289 appointments with the physician, a 4% increase from 2010-2011
  117 well woman exams
  58 physicals exams
940 laboratory tests performed in Health Services and 580 requisitions sent to general reference lab for testing

481 vaccinations administered

351 students enrolled in Student Health plan for 2011-2012

**Residential Life**

99.01% Fall 2011 occupancy (1,800 residents)

96.37% Spring 2012 occupancy (1,752 residents)

258 programs were offered in the residence halls

93 faculty members participated in Residential Life programming

92 after-hours incidents required response by Residential Life Coordinators

8,843 views of the class newsletters

2,295 wellness checks among the First-Year and sophomore residents (These are meetings conducted by student staff to assist students in their success.)

110 mid-term grade reports for students with 2 unsatisfactory grades (Residential Life Coordinators contact these students, ones with 3 or more are contacted by Academic Affairs to offer assistance.)

640 early arrivals in the fall (279 were athletes)

102 students stayed for a part of the winter break (71 were athletes)

79 room changes (28 FY, 23 sophomores, 22 juniors, 6 seniors)
Review of Completed Goals

**Campus & Community Involvement (CCI)**

Restructure TDC as a support group or discuss a new purpose or vision.
   TDC’s officers will now include all presidents from each associate group, one marketing director, and one treasurer. The structural change will allow for better communication and collaboration among the associate groups. The council of presidents will plan the three TDC events per semester.

Continue to expand the scope/role of CCI Student Activity Mentors (SAMS) through ongoing training, creation of shared job list (Google doc), and consistent supervision.
   The Assistant Director for Campus & Community Involvement held a training with the SAMS to equip them to assist staff members efficiently and be a resource for students that wanted to get involved on campus.

Convene a group to explore the student organization classification system.
   A new classification system was approved by the Associate Vice President for Student Affairs and Dean of Students.

Facilitate a conversation with Greek Council to increase required yearly service hours from five to seven hours a semester per person.
   The yearly service hour was increased to seven hours. The new requirement will be implemented Fall 2012.

Enhance summer communication with new students.
   Staff engaged students on a regular basis through the Trinity University Facebook app, answering questions, facilitating discussion, and keeping abreast of current issues and concern. Social media remained an integrated part of orientation with multiple messages and positive student responses about their experience.

Host two Student Affairs info sessions (one each semester) to encourage students to pursue a career in Student Affairs.
   A session was hosted in November. The spring semester session was tabled due to the fraternity and sorority investigations.

Explore viability for positions of Federal Work-study students to work in the community.
   Explored and is already in place in small numbers. An increase could result if given a larger institutional commitment.

Institutionalize First Amendment Week by collaborating with others to take ownership of different freedoms.
   The Trinity Debate Team, Trinity Review, and the Chaplain’s office all took responsibility for specific programs during the week.

Increase student interaction for the Mail Center staff.
   The Mail Center staff participated in the International Student Orientation Fair and New Student Orientation (NSO).

Staff training and development for the Mail Center staff.
Ongoing training and education (i.e., mail design, rates, services) was provided to the Mail Center staff regarding new products, programs and services provided by the US Postal Service.

Assist the Association of Student Representatives (co-advised by the Associate Vice President of Student Affairs) to establish a long-term plan for the growth of the student activity fee. The student activity increase was approved and will be initiated Fall 2012.

Produce and distribute a video to new students about how to access mailboxes upon arrival on campus. This use of technology will also reduce traffic in the Mail Center service area and free staff members for other responsibilities.

The Mail Center posted the video to the Trinity website to assist students with opening their mailboxes.

**Career Services**

With the Office of Alumni Relations, seek to increase alumni involvement in recruitment and networking leadership utilizing the Alumni Career Network.

Increase communication between alumni chapter Career Network Chairs.

Two conference calls with the Career Network Chairs were held during the year and several of the Career Network Chairs attended at least one NAB meeting.

Work with the National Alumni Board Alumni Career Network to **develop plans** for implementing “taste-of-industry” tours and alumni mentor externships for upcoming graduates.

Career Services is working with an alumnus who has volunteered to help develop “TigerTreks - Road Trips to the Real World”. The plan was presented at the spring NAB meeting and the first program will be piloted in San Antonio during the Fall 2012.

Offer Career Services programs as recorded content via the Career Services website. Several workshops, two tutorials and three alumni student stories profiles were created and posted to the website during the year.

Collaborate with the Senior Year Experience (SYE) team to insure that programs are integrated with committee goals.

Staff members continued to serve as members of SYE and collaborate on initiatives.

Re-envision the Senior Welcome Week program to include a preview of the upcoming year and include alumni recruiters as participants.

A proposed revision is set to be implemented during Welcome Week 2012.

Explore resources and develop a process for implementing StrengthsQuest as part of the Junior-Year program for implementation in upcoming years.

A staff member is part of the JYE Team. No progress was made on the implementation of StrengthsQuest.

Participate and contribute to the development and implementation of the University strategic plan as it relates to the growth and expansion of Career Services.

The Director serves on the subcommittee for Co-curricular Bridge Activities.

Participate and contribute to the development and implementation of the Department of Business Administration strategic plan as it relates to Career Services.
The Director of Career Services served on a subcommittee for recruiter development during the year and met with Chair and faculty for an update on the progress of the planning.

Train student workers in resume critique to allow staff members to spend individual time with students more efficiently.

Eight members of Delta Epsilon Iota (honor fraternity) were selected and trained to critique resumes. DEI officers will be approached in Fall 2012 to act as peer reviewers.

Update student worker training.

Student worker training was conducted but a revised training format will not be introduced until the coming academic year.

**Chaplaincy**

Host a cook-out directly following the New Student Orientation ecumenical Christian worship service and Catholic Student Group’s initial mass, which will be moved to 5 p.m. The purpose is for participants in worship to get to know each other better and for new students to make connections with Upper-Class members of the various faith fellowship groups.

This expanded program was implemented.

Cultivate informal student relationships.

- Participate in one Outdoor Recreation sponsored trip each semester.
  - This did not happen.
- Attend the fall retreats of the Christian faith fellowships.
  - The retreats didn’t happen, either because of a conflict (officiating a wedding) or because of the logistics of the retreat it didn’t make sense (InterVarsity was part of a large regional event). In lieu of the retreats, weekly gatherings were visited. The plan will be to increase this in the fall, as well as to be a presence at beginning of year gatherings.

Offer a weekly afternoon, limited-run religious life study in the fall semester. The group will discuss the book, *A New Kind of Christianity*.

  - This was implemented. Instead of the book, we used as our discussion focus the “8 Points of Progressive Christianity.”

Explore the possibility of student Christian organizations, collaborating around a January mission initiative.

  - The affiliated chaplains chose not to act on it this year. What was learned in the Interfaith Youth Core leadership training spoke to this goal. In 2012-2013 all faith-based organizations on campus will be encouraged to include a service project as part of their programming. In particular, they will be encouraged to mount a service project to which they can suitably invite students from other faith groups to join them.

**Counseling Services**

Complete implementation of Titanium scheduling and database system for electronic counseling records.

  - Implementation complete.

Create a Counseling Services Facebook fan page.

  - A Facebook fan page was created for Counseling Services and a second one, specific to the “Step Up” program, was also created.
Develop procedures based on the Psychological First Aid model as part of Counseling Services crisis management plan.
Postponed to 2012-2013 due to the increased demands of client caseload.

**Dean of Students/Student Affairs**
Oversee the next phases in the dining renovation project, primarily leading a committee to determine plans for the Coates University Center Skyline Room.
The Board of Trustees approved the budget request for the Skyline Room renovation, scheduled for completion during the summer of 2012.

Finalize plans for the new Science Café for operation in 2012.
The new Café vendor has been identified. Pending a traffic count in the new building and additional work on Phase Three of the project, the vendor should be ready to move-in summer or Fall 2013.

Through staff efforts, implement a new conduct and retention based software program.
The conduct system was implemented. The retention system will be finalized in 2012-2013.

Develop a new and comprehensive student communication strategy.
Student class newsletters were implemented, and after assessing readership, were revised from a Yudu format to a blog format. With new messaging from the Class Marshal and Alumni Sponsor, as well as Residential Life Coordinators, the numbers of views increased dramatically in Spring 2012.

Promote the Student Affairs division by coordinating nominations for the NASPA program Excellence Awards.
Nominations were again coordinated and one program was recognized by NASPA – the second recognition in as many years.

Finalize implementation of a car-rental program on campus, a DVD kiosk installation in the Coates University Center, and the lighting of the windows of the Murchison Tower.
All were implemented.

**Disability Services for Students**
Collaborate with Information Technology Services and the Center for Learning and Technology to update the Read & Write Gold program and make it available to all students through the campus network.
Student usage of Read & Write Gold did not justify continuing expense. Other no cost options are available to students.

Recognize a Disability Awareness Month for Trinity’s campus with several programs, including the presentation of an award recognizing a person or organization for their commitment to disability awareness and diversity.
DSS conducted more research on creating such an awareness month, but was not able to implement it due to the time demands of the revised note-taker process.

**Health Services**
Develop specific learning outcomes associated with a common patient health problem and assess anticipated learning that occurs during a visit with the nurse or doctor.
Offer flu vaccine to faculty and staff in Health Services at minimal cost.
   Flu shots were administered to 95 employees.

Increase student involvement related to Student Health 101
   Attempted to recruit students but were unsuccessful this year.

Add the Health Services introductory slide show to our Web page.
   The slide show was published on the Health Services website without music.

**Residential Life**
Create class-specific newsletters.
   The Residential Life Office worked with Class Marshals, Alumni Sponsors, and divisional colleagues to generate monthly newsletters specific to each class year. The newsletters have proven to be a successful way to distribute targeted and timely information to students.

Increase frequency of student-wellness checks in the First-Year and sophomore college areas.
   Historically, student staff members have conducted informal interviews in the fall semester to assure that students are adjusting well and to monitor student development. This year the staff conducted interviews in both the fall and spring semesters thereby doubling the number of opportunities for intervention.

Increase interaction and strengthen relationship between the Hall Managers and the Upper-Class residents.
   The Hall Managers distributed business cards with their contact information and increased their office hours to enhance exposure. They also attended Senior Year Experience committee meetings and assisted with logistics for large scale programming. Involvement with these events made the Hall Manager position a more prominent role in comparison to recent years. Assessment indicates that these efforts have been beneficial to the Upper-Class residents.

Create programming structure for the junior year.
   The Residential Life Office utilized data from recent surveys, focus groups, and peer institution benchmarking to develop a programming model for the Junior Year Experience. The data and findings were displayed during a poster session at the annual Southwest Association of College and University Housing Officers (SWACUHO) conference.

Restructure the Residential Life Office student staff member expectations for duty and rounds in the residence halls.
   The Residential Life Office restructured the on-call system for student staff members. The new system is beneficial to the University Police Department, the Residential Life Office, and all residents as it provides enhanced coverage during the week and enhanced clarity regarding who to contact in the event of an emergency.

Find new ways to increase student awareness of the purpose of the residential experience and the four year progressive model.
   The Residential Life Office created a YouTube video to explain the four year progressive model and placed information on the website and in the residence halls regarding the
benefits of living on campus. Multiple sessions were added to Residential Life Student staff training to ensure that student staff members can articulate these benefits as well.
The Year Ahead Goals for 2012-2013

**Campus & Community Involvement (CCI)**
Continue to develop positive staff-student-alumni relationships through the Greek Alumni Advisory Council (GAAC).

Improve fraternity and sorority electronic communications.

Broaden First Amendment week by collaborating with other departments in partnership with the *Trinitonian* weekly newspaper.

Increase summer communication with new students in order to better serve their needs for specific instruction.

Host student affairs information sessions (one each semester) to encourage students to pursue careers in student affairs.

Collaborate with the Associate Vice President for Enrollment and Student Retention to enhance CCI’s role with retention efforts.

Brainstorm long-term curricular options/implications for leadership programming.

Review fraternity and sorority recruitment, orientation, judicial procedures, programs, and calendars with alumni, student affairs, students, faculty, and the Board of Trustees.

Design and implement a comprehensive training for Coates University Center student staff encompassing customer service, crisis management, and event/tech support.

Explore options for student organizations to utilize the Noble Hour online system that allows students to manage community service efforts and log service hours.

Review and revise Student Organization Handbook to reflect updated organizational structure within the Division of Student Affairs and include more specific judicial procedure and guidance for student organizations.

Participate in the development, planning and implementation of the University strategic plan as it relates to student development initiatives and student activities programming.

**Career Services**
Continue to participate and contribute to the development and implementation of the University strategic plan as it relates to the growth and expansion of Career Services.

Revise the “4 Year Career Curriculum” and create a condensed model making it easier to communicate and utilize as part of the overall career development process.

Implement “TigerTreks” program beginning the Fall of 2012 in San Antonio.

With the Office of Alumni Relations, seek to increase alumni involvement in recruitment, and networking leadership utilizing the Alumni Career Network.

- Continue to increase communication with alumni chapters and Career Network Chairs.
- Create new Career Network Chairs for international job seekers and for international students seeking US employment.

Improve and increase recorded content available to students online.

Collaborate with the Senior Year Experience (SYE) team to insure that career programs are integrated with committee goals.

Implement the revision to the Senior Welcome Week program to include a preview of the upcoming year and encourage students to be more proactive in their post-graduation planning.

Explore and develop resources as part of the Junior-Year program for implementation in upcoming years.

Participate, contribute, and support the development and implementation of the Department of Business Administration strategic plan as it relates to Career Services.

Collaborate with Humanities faculty to better prepare humanities majors for the world post-graduation.

Implement resume critique support by trained student assistants and propose the involvement of the DEI chapter.

Integrate student affairs intern into the office workflow.

Revise student assistant training and handbook to increase quality of students on the front line.

Inform employers of new internship guidelines that better define internships at Trinity and more closely monitor intern postings for compliance with guidelines.

**Chaplaincy**

Offer a weekly afternoon, limited-run introduction to the Old Testament in the fall semester. The group will utilize the book *The Bible from Scratch: The Old Testament for Beginners*. If response dictates, repeat in the spring and add the parallel New Testament study.

Develop the Sunday Gathering worship service.

In collaboration with the affiliated chaplains, sponsor a weekend seminary tour for students considering theological education.

Develop a regular presence among the Christian faith fellowships by rotating through visits to their weekly meetings.

**Counseling Services**

Develop procedures based on the Psychological First Aid model as part of Counseling Services crisis management plan.

Survey clients re: outcomes of counseling.
**Dean of Students**
Oversee the next major phase of the dining renovation project, primarily determine plans for renovating the Commons and lobby area of the Coates University Center.

Coordinate a visit by family members of The Dog Jurgens to honor the memory of namesake Paul Jurgens on 9/11.

Through staff efforts, implement a new retention based software program.

Review sexual assault policy and Web page.

**Disability Services for Students**
Transfer current student files from Access to Titanium.

Review and update all of the DSS policies and procedures.

**Health Services**
Create Facebook page for Health Services.

Continue to solicit students to produce videos for *Student Health 101*.

Health Services staff will participate in Walk Like MADD 2012 to raise awareness about drunk or impaired driving on October 27, 2012. We will seek participation from other offices and organizations on campus.

**Residential Life**
Modify the administrative component of the Residential Life Student staff position.

Submit proposals for conference presentations and student affairs publications.

Increase collaboration with other Residential Life offices in the San Antonio area.

Modify the housing assignments process to incorporate an online housing program.

Create and maintain a database for student involvement and success.
Review of Strategic Plan Departmental Goals

Campus & Community Involvement (CCI)
Implement and market the department’s guiding statements on leadership.
CCI established guiding statements on leadership and used the statements as a tool to advise student leaders and student groups. The guiding statements were marketed in the office and during student organization training.

Provide strategic planning sessions for fraternities and sororities in the fall semester to establish sustainable vision, missions, and points of distinction.
Each organization examined and defined their vision, mission, and points of distinction.

Expand and brand the ally training program by offering the program to student organizations.
A logo was created to brand the program. Ally training was offered to the entire campus community in November. The Coordinator for Diversity and Intercultural Relations facilitated the training in conjunction with the Sexual Diversity Alliance.

Expand program about marketing skills developed through student involvement.
After offering a one-hour session to Campus Publications participants in Spring 2011 and at fall Training 2011, Christina Perez expanded the program and offered it to the entire campus in February 2012.

Career Services
Pending approval of internship proposal by the Faculty Assembly collaborate with faculty members to support the implementation of the internship policies and establish the role of Career Services in implementation.
The Faculty Assembly approved the new internship policy and the process of implementation is underway. Career Services has developed a set of guidelines for employers posting internships that will be implemented during the upcoming year.

Collaborate with SYE, recruiters, alumni and faculty to develop programs that address the development of life skills necessary for making the transition to life beyond Trinity.
Life skills programming is continuing to be explored by all parties. Business Administration is implementing course work for non-majors in financial literacy and this has been a topic of discussion in the Strategic Planning process.

Increase depth of individual career counseling follow-up by utilization of the career development “curriculum” advisement process in alignment with the Social Change Model (consciousness of self, knowledge, and commitment).
Advisors are using assessment elements based on the career curriculum during follow-up meetings with students. The anticipated phone follow-up after the second scheduled appointment with students did not occur.

Chaplaincy
Attend, on average, one faculty “enrichment” offering per week. This may be a guest lecture, film screening, recital, service project, special student presentation, or an event sponsored by a student organization which a faculty member advises.
This goal was completed, allowing for deepened or, in some cases, new relationships with faculty members. Similar strengthening of connections is being cultivated through the summer at a regular Tuesday social gathering.
Within the framework of a monthly service initiative, continue the connection with the Plunge 2011 group to learn about and respond to a contemporary social issue.

The Plunge participants and leaders were invited to a Habitat work day on a Saturday in October. Three students expressed interest; two showed up. The event was good, but fell short of the direction of the goal, which was subsequently abandoned. It has been integrated into interfaith service plans for the 2012-2013 school year.

In collaboration with the Sophomore College Residential Life Coordinator, and illuminated by the book *Helping College Students Find Purpose: The Campus Guide to Meaning-Making*, develop a program or series of interactions focused on engaging sophomores in vocational discernment.

Three events were planned and offered, eliciting a tiny response from the students.

Meet with the Assistant Director of Career Services to develop student learning assessment plans appropriate to the ongoing strengthening of the chaplaincy’s presence at Trinity and carry through on the developed assessment projections.

This goal was completed.

**Counseling Services**

Expand bystander intervention training (“Step Up”) to additional student audiences.

*Achieved.* Participants in Community Leader Training and approximately half of all Greek students were trained.

Expand QPR training to faculty and other audiences on campus.

*Postponed to 2012-2013 due to the increased demands of client caseload.*

Continue sexuality education series in fall semester (and spring if interest continues) in collaboration with Sociology and Anthropology Department.

*Achieved.* Two sessions were held during each semester and participation continued to be strong.

*Implement National College Health Assessment.*

*Achieved.* NCHA was conducted in spring semester.

**Dean of Students**

Implement 2015 Class Marshal Program.

*The Class Marshal and Alumni Sponsor were chosen in the summer of 2012.*

Complete broad assessment of Class Marshal program.

*A survey of seniors was conducted in April, 2012.*

Assess effectiveness of the student conduct process.

*The new software system allowed for automatic evaluation by students following cases.*

Include faculty in renovation planning for Skyline Room.

*Several faculty representatives were chosen by the Faculty Senate and participated in the entirety of the project.*

Reassess Alcohol.edu effectiveness based on studies.

*This assessment was completed and included data from a national study.*
Work with faculty, staff, and students to develop coursework and experiential learning experiences to be implemented in Fall 2012. (Hope Hall)
   The first iteration of Hope Hall is scheduled for Fall 2012, with a faculty-taught First-Year seminar in the spring.

**Disability Services for Students**
Conduct an assessment of the experience of senior students who are registered with DSS. DSS surveyed all of the graduating seniors to learn of their experiences at Trinity, measure their self-advocacy skills, self-perception as a person with a disability, and assess their satisfaction with the DSS office.

**Health Services**
Facilitate sessions with a dietitian for groups and/or individual students who desire nutritional counseling and education.
   Four individuals received one-on-one nutritional counseling. There was insufficient student interest for groups. Dietitian staffed a table in Mabee Dining Hall on nine occasions to answer student questions and wrote six columns for the *Trinitonian* and two for *Student Health 101*.

Assess learning associated with visits to Health Services for asthma.
Rubric was utilized to assess learning for 12 students.

**Residential Life**
Explore interest in (non-Swashbuckler – student initiated) substance-free housing option for Sophomore College and Upper-Class Area.
   The Residential Life Office is committed to offering substance-free housing options for non-Swashbuckler students as needed. This year there was insufficient student interest for this option.

Explore implementation of a Residence Hall Council.
   The Residential Life Office researched hall councils at other institutions, developed an implementation plan, and assessed the need on Trinity’s campus. Though there is current need for residence hall councils, the goals of a hall council can be met by current campus groups (namely Student Programming Board and the Association of Student Representatives). The Residential Life Office will work with these organizations to determine the best course of action for the future.

Increase recycling efforts in the residence halls.
   The Residential Life Office stressed the importance of recycling to the incoming First-Year class in an effort to create a culture of recycling in the residence halls. The office also worked with Facilities Services and Students Organized for Sustainability to implement Recyclemania.

Expand Freedom & Citizenship to Sophomore College and Upper-Class Area.
   This initiative was canceled due to feedback from residents and student staff members. This program continues to be strong in the First-Year Area as its unique structure better lends itself to that population.

Develop student learning outcomes for roommate conflict meetings.
   The Residential Life Office generated learning outcomes for multiple roommate conflict meetings. The learning outcomes are specific to each class year to ensure that students
are provided increased autonomy as they progress through their time at Trinity. The learning outcomes also take into consideration the various types of conflicts that may occur. Though the learning outcomes are varied, they will help to create a more streamlined and consistent process.

Expand Social Awareness program in Sophomore College to Social Awareness Week. The Sophomore College Social Awareness Week proved to be a major success. Expanding the program to encompass an entire week allows students to be exposed to a number of new experiences and helps students look at life through multiple lenses.
Preview of Year Five Strategic Plan Goals

Campus & Community Involvement (CCI)
Plan and implement a Multicultural Retreat focused on privilege and allyship.

Implement intentional and year-long leadership opportunities for the fraternity and sorority community.

Encourage Greek Council to enhance their service contributions by establishing a long-term relationship with a community initiative.

In collaboration with faculty, develop a manual to guide Faculty and Student Affairs staff as they develop their own national and international travel experiences for Trinity students. A draft version is already in production.

Offer one service-learning program in First-Year and Upper-Class areas. This process has begun with the designing of HOPE Hall, and its launch in Fall 2012. This includes a strong service-learning component in the fall as a First-Year seminar around homelessness that occurs in the spring taught by a faculty member and the Coordinator for Community Service & Engagement.

Career Services
Establish an Upper-Class “career tour” program facilitative group travel to specific cities to learn more about career opportunities and networking called TigerTreks.

Collaborate with faculty members to support implementation of the internship policies and establish the role of Career Services in implementation.

Collaborate with the DAT to coordinate implementation of Student Voice career survey.

Chaplaincy
Host two interfaith dinner dialogues during the fall semester.

Encourage the leadership of Trinity's faith fellowships to expand service initiatives to be interfaith events, on the model of the Interfaith Youth Core.

Explore interest in and, if warranted, implement a holistic vocational exploration retreat for Upper-Class students.

Counseling Services
Expand QPR training to faculty and other audiences on campus.

Provide “Step Up” training to remaining half of Greek students.

Expand implementation of “Step Up” training to Athletes.

Provide insomnia program (Sleep School) to students, faculty, and staff.

Dean of Students
Conduct a faculty, staff, student survey to determine effectiveness of the Dean of Students.
Develop a new divisional strategic plan in conjunction with campus plan.

Conduct a review of dining service changes.

**Disability Services for Students**
Create and implement rubric to assess self-advocacy skills students who are registered with DSS.

**Health Services**
Facilitate sessions with dietitian, with special emphasis on groups of students with special dietary needs.

Assess learning associated with visits to Health Services for STD testing.

**Residential Life**
Expand Major Meals/Major Declaration & Beyond to a comprehensive major exploration series.

Increase RLO involvement in living learning communities.

Launch a "going green in the residence halls" campaign.

Offer one service-learning program in First-Year and Upper-Class areas.
Student Affairs
Faculty and Alumni Partnerships

Academic Partnerships
The division of Student Affairs is committed to assisting and supporting the faculty in its efforts to educate students. The divisional strategic plan places this as a top priority and it has been reinforced when Student Affairs merged with Academic Affairs. Below are some of the ways this happens (not including committee partnerships and ongoing conversations about student support).

General
Class Marshal (Breidenstein, Wallace, Urquijo-Ruiz, Gillette)
Welcome meetings with New Faculty (multiple)
REAL LIFE Educational Success programs (advisors)
Fall Family Weekend (multiple)
Spring Family Weekend (multiple)
Sexual Assault Survivor Advocates (multiple)
Vespers (music faculty, marshals)
MLK March and Lecture (Latimore, Suarez, Wilson)
Fraternity and Sorority advisors (multiple)
Skyline Renovation (multiple)

Majors and Careers
Resume Review Management 2301 (Kosnik, Van Eynde)
Pre-Med Workshop (Shinkle)
Pre-Law Workshop (committee)
Major Declaration & Beyond (Tynes)
Dress to Impress (Davis, Wallace)
Career Panels (Brine, Florschuetz, L. Kim, Marafioti, O’Rourke, Swope)

Leadership and Development
New Student Orientation Diversity panelists (Latimore, Tynes)
Student Leadership Conference (multiple)
Men’s Conference (Christiansen, Latimore, Naqvi, Tingle, Tynes)
Beckman Scholars (Chandler)
Student Leadership Awards (Christiansen, Jasinski)

Service
San Antonio Plunge (Latimore)
Alternative Spring Break (Norman, Williams)

Academic
First Amendment Week (Crockett, Henderson, Topp)
Campus Publications training (Henderson, Huesca, Mathews, Roberson)
Collaborative Teaching and Learning (Persellin)

Residential
Humanities 1600 Living Learning Community (Pache)
Chinese Hall Living Learning Community (Field)
Entrepreneurial Living Learning Community (Glangchai)
HOPE Hall First Year Seminar (Blystone)
Social
All campus picnic (multiple)
Midnight Breakfast (multiple)

Alumni Partnerships
The division of Student Affairs is committed to fostering links between our students and alumni in order to engage them with one another and experience the lifelong relationship students will have with their campus. Below are some of the ways this happens.

General
Alumni Sponsor (Dean of Students Office)
Team Trinity Move-in Crew (Dean of Students Office)
Greek Alumni Advisory Council (CCI)
REAL LIFE Educational Success programs (Residential Life)
Vespers lectors (Chapel)
Residency Requirement Release Committee (Residential Life)
Half Marathon Challenge (Dean of Students Office)

Majors and Careers
Major Meals (Residential Life)
Making Connections (Career Services)
Networking Etiquette (Career Services)
Career Fairs (Career Services)
Career panels and information sessions (Career Services)
Countdown to Commencement (Career Services)

Leadership and Development
Student Leadership Conference panel (CCI)
Leadership Academy panel (CCI)
Leadership Class assistance (CCI)
Men’s Conference panel (CCI)

Service
Plunge presenters (Chapel)
Welcome Week Service Excursions (CCI)
Greeks Do Good Alumni Weekend Service Project (CCI)
San Antonio Volunteer Effort panel (CCI)
Divisional Assessment Team (DAT)

After three years of experience and revision, it appears that we have arrived at streamlined processes and templates for planning and assessing initiatives that advance the division’s curriculum as guided by our common learning outcomes. The DAT was especially active during the summer, accomplishing the first five of the following major accomplishments, with the August 3 workshop, Orientation to Assessment in Student Affairs, being a landmark event.

**Committee Overview and Highlights**

Created a flowchart of the multiple steps involved in the four phases of assessment related to strategic plan strategies and their common learning outcomes: planning, instrument development, implementation, and documentation.

Revised the templates for the assessment plan and assessment summary to make them parallel.

Revised the guide Standardized Demographics Questions to reflect changes in the U.S. Department of Education’s approach to assessing ethnicity and race.

In consultation with David Tuttle, clarified the expectation that the *Social Change Model of Leadership Development* be incorporated into the planning and assessment of a strategic plan strategy when multiple Seven Cs (rather than only one) are applicable.

Provided a two-hour Orientation to Assessment in Student Affairs for members of the division on August 3.

In consultation with Dr. Jane Childers, chair of the IRB, created a guide titled *When Does My Assessment Need IRB Review?*

Maintained an overview of assessment within the division, in part to minimize assessment fatigue.

**Preview of 2012-2013**

Integrate four new members to the DAT.

Assist our student affairs colleagues who will coordinate three NASPA Knowledge and Assessment Consortium assessments for the year: New Student Orientation (Ben Newhouse), Student Activities (Raphael Moffett), and Career and Professional Aspirations (Brian Hirsch). Tasks include revising items, adding supplemental items, and securing IRB approval.

The coming year is the fifth and final year of the strategic plan; therefore, our primary task will be to integrate assessment data from 2008-2013 and produce a written summary of the accomplishments of the plan and lessons learned.
Committee Overview and Highlights
The Professional Development Committee (PDC) in the Division of Student Affairs is charged with the task of providing resources and programs that ensure continuous professional growth for its members. This year the PDC focused on effective communication as the theme for the year. This theme was selected to examine strategies to provide excellent customer service to students, faculty, staff, alumni, and community partners. The PDC offered a wide array of programs throughout the academic year revolving around effective communication.

Review of 2011-2012 Goals
Convene the division for a summer workshop on the student experience in conjunction with University Advancement, Enrollment and Student retention, Institutional research, and Alumni Relations.
Conducted on June 23, 2011 by Dr. Mary Kay Cooper, Kathy McNeill, Rick Roberts, John Orange, and Chris Ellertson.

Sponsor an orientation workshop for professionals new to the Division of Student Affairs.
This goal was not completed because the division did not have a critical mass of new professionals.

Offer multiple sessions on effective modes of communication throughout the year.
Three programs were offered:
- **Training vs. Presentations** September 27, 2011 Sharon Jones-Schweitzer/Katharine Martin presented
- **Nonverbal vs. Verbal Communication** November 1, 2011 Dr. Andrew Hansen presented
- **Memos vs. Meetings** January 31, 2012 David Tuttle presented

Preview of 2012-2013
The PDC seeks to achieve the following goals for the 2012-2013 academic year:

Continue to offer the New Employee Orientation as needed.

Offer programs throughout the year centered on the theme of retention strategies, examining three specific areas (intervention, customer service, and helping students find their passion).

Continue to offer programs specifically geared towards the needs of the classified staff.

Convene the division for a summer workshop on intervention strategies. Presenters will include staff members from Residential Life, Student Success Team, Counseling Services, and Campus & Community Involvement.